



CITY OF DUBUQUE, IOWA
CITY COUNCIL MEETING
Grand River Center - 500 Bell St.
Room 4
February 9, 2026 at 5:15 PM

SPECIAL SESSION

1) Governance Session

The City Council will hold a governance session.
Supporting documents will be available on February 9.

CLOSED SESSION

1) Confidential Records – Chapter 21.5(1)(a) Code of Iowa

ADJOURNMENT

The agenda with supporting documents may be accessed at www.cityofdubuque.org or at the City Clerk's Office, 50 W. 13th Street, during regular business hours.

This notice is given pursuant to Chapter 21, Code of Iowa, and applicable local regulations of the City of Dubuque, Iowa and/or governmental body holding the meeting.

Written comments regarding the above items may be submitted to the City Clerk's Office at ctyclerk@cityofdubuque.org or by mail to 50 W. 13th St., Dubuque, IA 52001, before said time of meeting.

Individuals requiring special assistance should contact the City Clerk's Office as soon as feasible at (563) 589-4100, ctyclerk@cityofdubuque.org. Deaf or hard-of-hearing individuals can use Relay Iowa by dialing 711 or (800) 735-2942.

VISION & GOVERNANCE GUIDE 2026

WORKING DOCUMENT

Mayor – City Council and City Management



Dubuque, Iowa
February 2026



Lyle Sumek Associates, Inc.
411 N New River Drive, E502
Fort Lauderdale, Florida 33301

Phone: (386) 246-6250
E-mail: sumekassoc@gmail.com

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SECTION 1

CITY AS A TEAM – CHALLENGES AND KEYS TO SHARED LEADERSHIP SUCCESS

GOVERNANCE VS. POLITICS: A SIMPLE VIEW

Governance is serving the community;
Politics is getting elected or re-elected.

Governance is being guided by vision, goals and value to the community;
Politics is being guided by ideology, a cause or philosophical principle.

Governance is shaping the community's future for the long term;
Politics is responding to the moment and current "crisis".

Governance is taking responsibility;
Politics is making promises.

Governance is exercising an ability to influence others;
Politics is the use of power.

Governance is finding pragmatic solutions to problems through collaboration;
Politics is starting with solutions in mind.

Governance is being data driven;
Politics is playing to people's emotions.

Governance is negotiating by trading off to find a workable compromise;
Politics is demanding and advocacy to win.

Governance is educating and mobilizing support;
Politics is rallying supporters and creating zealots.

Governance is creating community benefits and value;
Politics is taking personal credit and receiving personal recognition.

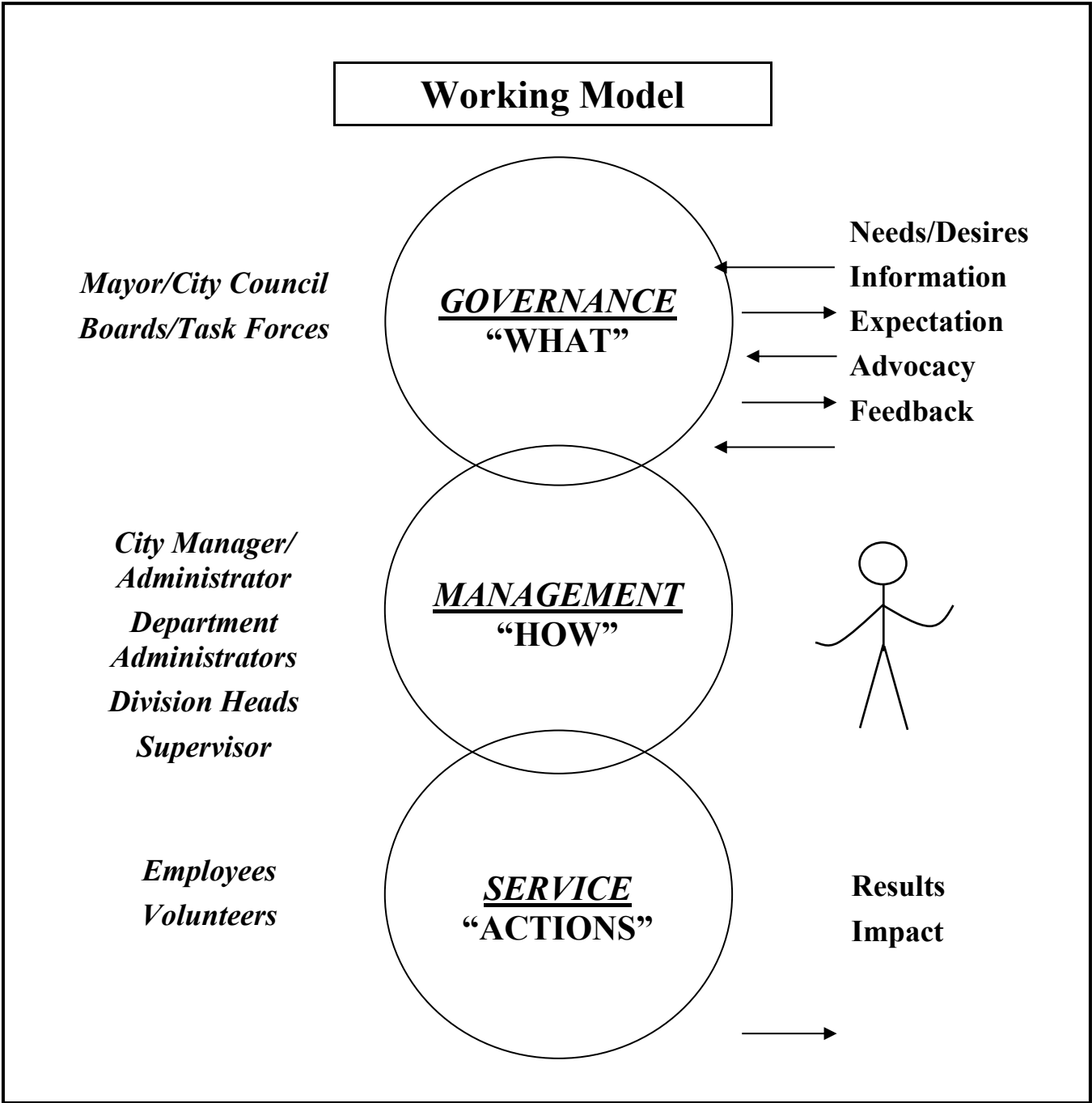
TODAY'S CRISIS: Politics dominating Governance

Council – Manager/Administrator Form of City Government

BASIC PREMISES

- * Power in the Council: Board of Directors**
- * Professional Management and Service Delivery**
- * City Manager/Administrator as the Chief Executive Officer**
- * Focus on Community as a Whole**
- * Council Responsible for Policy**
- * Minimize Personal Political Influence**
- * Citizens Involved in Governance**
- * Nonpartisan**
- * Competency and Merit**

Council – Manager/Administrator Model



The City

GOVERNANCE means . . .

- Listening to the citizens
- Anticipating and focusing issues
- Determining vision and values
- Decision making on direction and resources
- Setting the “tone” for the city
- Monitoring staff performance
- Educating the citizenry
- Mobilizing support in the community

MANAGEMENT means . . .

- Analyzing issues
- Developing professional recommendation
- Decision making on programs and resources
- Setting the “tone” for the organization
- Developing programs and systems
- Determine implementation plans and strategies
- Educating and developing employees
- Evaluating and adjusting performance

SERVICE DELIVERY means . . .

- Developing operational plans and tactics
- Organizing the work unit
- Implementing decisions and programs
- Responding to citizen problems
- Maintaining equipment and facilities
- Providing quality services and products
- Developing work unit and employees
- Evaluating services and citizen impact

Board of Directors Responsibilities

OVERVIEW

- 1. Determine Your Core Businesses**
- 2. Define Goals for 5 Years**
- 3. Develop Strategies**
- 4. Establish Annual Agenda – “To Do” List**
- 5. Make Policy Decisions**
- 6. Listen to Community – the Stakeholders**
- 7. Be an Advocate**
- 8. Delegate to City Staff**
- 9. Monitor Performance and Results**
- 10. Set the “Corporate” Tone**
- 11. Hire/Fire Chief Executive Officer**

Effective Teams Model

Effective TEAMS Are:

Goals

“Unifying Purpose and Goals”

- Goals – Outcomes
- Work Programs – Game Plan
- Strategy – Action Steps

Roles

“Individual Contribution”

- Valuing Individuality
- Responsibilities Defined
- Practicing Teamwork

Execute

“Produce Results through Actions”

- Analyze —————→ Decide
- Act —————→ Impact
- Evaluate —————→ Adjust

Attitude

“Willingness to Work Together”

- Respect for Each Other
- Cooperation and Openness
- Celebrating Success: Momentum

Trust

“Commitments Becomes Reality”

- Learning from Setbacks
- Guidelines
- Support Each Other

Winning Teams

LOSER

Conflict Turmoil
No Hope for Future
Internal Fighting
Personal

COMPETITIVE

Okay
Short Term
Compete, but Do Not Win

—————→
SUSTAINING

WINNER

Achieve a Goal
Claim Success
A Leader
Game Plan
Guided by Achievement

CHAMPION

Refocus Direction and Goals
Share Successes
Many Leaders
Strategy
Guided by Outcomes

Winners Versus True Champions *Comparison*

Winners	Champions
Keep the Focus	Refine Goals
Share Responsibility as Leaders	Look For and Develop Leaders
Use a Game Plan	Prepare for New Challenges
Build Teams	Develop Teams
Listen to Citizens	Reach Out to Citizens
Have Agendas	Take on a New Project
Celebrate Successes	Market Success

Today many cities can be characterized as “Winners.” Few cities can be characterized as “True Champions.” This true model provides insights distinguishing “Winners” from “Champions” and laying a foundation for championship action. The message to Mayors and Council is to look at: Are we a winning team? What do we need to do to become a champion team? The responsibility is yours as city leaders.

12 Points of an Effective Mayor and City Council

1. Focus on and Use Vision, Goals and Priority

- Define the city's preferred future
- Establish outcome-based goals
- Think about value to the community
- Use to allocate resources, to develop plans and policies, to invest in the future

2. Make Timely and Courageous Decisions

- Use vision, goals and priorities to use decisions
- Seek and use input from community and city staff
- Evaluate options through committees and work sessions
- Decide on what is "best for the city"

3. Provide Clear Direction and Expectations

- Obtain clear closure
- Define outcomes, measures of success and time frames
- Delegate assignments to Boards and Councils, and to city staff
- Make sure to summarize and test closure to make sure that everyone has the same understanding

4. Negotiate

- Know your own bottom line
- Look for common ground and areas of agreement first
- Use work session and committees to negotiate
- Win with grace, lose with grace

5. Treat Others with Respect

- Be courteous, polite and trustworthy – avoid personal attacks
- Deliver on your commitments
- Act within your defined roles
- Value the contributions of others

6. Have Open Communications

- Communicate using direct, open messages
- Keep everyone informed and avoid surprises or hidden agendas
- Listen and understand before judging
- Use simple and focused messages that people can remember

7. Monitor Performance

- Obtain regular progress updates/status reports
- Meet quarterly to review and refine direction
- Evaluate the outcome and actions, and make modifications
- Take responsibility for the actions and be accountable for the results.

8. Have a Community Presence

- Be accessible to the citizens and community
- Go into the community beyond your political supporters
- Take time to develop effective working relationships with community partners
- Be a positive advocate for the city

9. Act as a Board of Directors

- Know your community – view it as the “market place”
- Focus on providing policy direction
- Delegate clear responsibility to the City Administrator as the C.E.O.
- Avoid micromanaging and the daily operations

10. Think Strategically

- Institutionalize the goal setting process
- Identify key partners who can bring resources to the table
- Define alternative routes and steps to destination – the vision
- Keep the “big” picture in mind

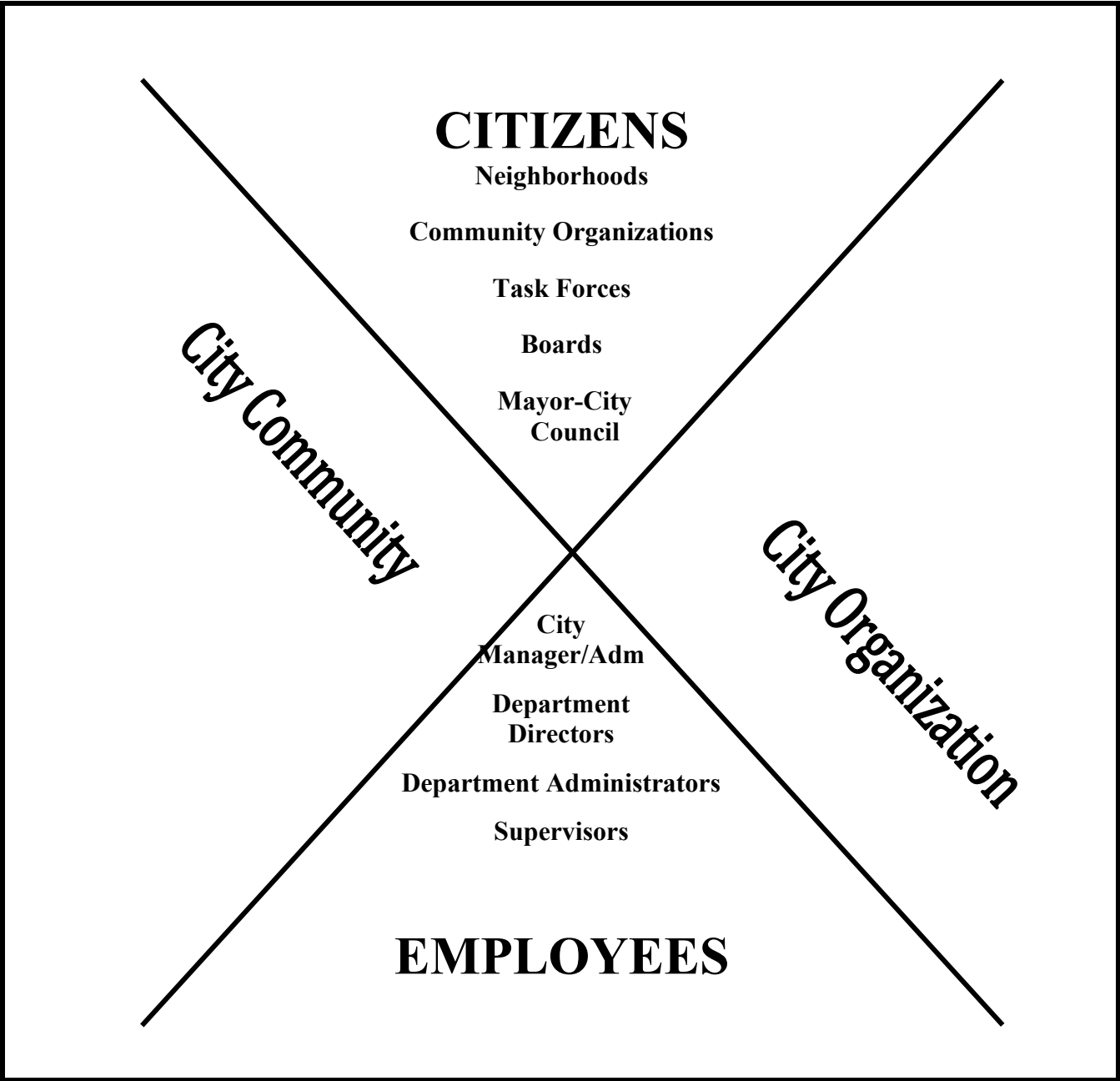
11. Align the City Organization

- Appoint individuals to Boards and Councils who share your passion for the city and the vision for the future
- Define the core values to guide “how the city should operate and be managed”
- Employ the “right” City Administrator for your city
- Hold other accountable for their behaviors, actions and the results

12. Share Success and Celebrate

- Communicate “Our City Success” in terms that the average citizen will understand
- Use celebrations that create a positive memory – value that the city has added to people’s lives
- Recognize others who have contributed to the city’s success
- Remember people want to be associated with “winners”

Community-Based City Government



TURBULENT FORCES CHALLENGING LEADERS AND COMMUNITIES

A. TURBULENT FORCES CHALLENGING LEADERS AND COMMUNITIES

Mayor & City Council and City Manager/Administrator & Management Team to work in today's complex and turbulent world, it is important for them to understand, to discuss and to develop realistic approaches to address these forces that are affecting every city and community.

1. POLITICAL PARTIES AND PARTISANISM

A basic underlining pillar of the “good government” movement that lead to create the Council-Manager/Administrator form of government was nonpartisan elections removing political parties from the electoral process. During the late 1800's and early 1900's, many local governments operated under the political party. They experienced political graft and corruption, hiring based upon party affiliation not competency or merit, and focused on political agendas over community benefits. In nonpartisan elections, residents were running to serve the community, to be stewards of community resources and to guide the community to the future. Today, both political parties are applying pressure on state legislatures to abandon nonpartisan elections by requiring candidates to identify a party affiliation on the ballot or have full-blown partisan elections with party primaries. Both political parties are also pressuring local candidates to accept their endorsement and donations, to focus on national and societal issues over serving the community and to endorse political party position on issues. When unsuccessful, the political parties seek out candidates to support their agendas. An unintended consequence is that the costs of elections and running for office have increased significantly. In addition, state-wide PACs are investing money in local elections and attempting to link national issues to local elections. Another facet of these partisan efforts is the abandonment of the Council-Manager/Administrator form of government to the strong mayor-weak Council form.

2. EXPANDING VOCAL NEGATIVE 20% - NEVER SATISFIED

In every community we can divide the residents into four groups: 20% positive, engaged and supportive of the city government; 20% negative who are against everything and will be never satisfied, 20% that can lean either to the positive or negative; and 40% who are satisfied with city services and programs, have other priorities in life than to become engaged in city government or

civic affairs. Within the negative 20%, there are a hard core 5% who are extremely vocal, are anti-government, who use social media to intentionally share disinformation, who make personal attacks and accusation about the city leaders, Administrators, employees and their families/relatives; who have no vision, no goals, and do not accept the mission of city government; and who will never be satisfied with city services, projects, programs or

performance. The negative 20% are craving and enjoying their attention and personal recognition. Their presence is magnified through social media. Many local leaders are fearful that if they confront or stand up to these individuals there will be negative personal consequences.

3. SOCIETAL LOSS OF CONFIDENCE IN GOVERNMENT AND DEMOCRACY

Today, residents see chaos in the federal government with an inability of Congress to govern, to make decisions and to work together across party lines. In a recent Gallup Poll, 83% did not believe that the current Congress had the ability to govern. Increasing attention focuses on the upcoming Presidential Election in that our democracy is under attack and that the future of the country is in doubt. The nightly news gives us daily examples of the undermining the confidence in democratic institutions. Surveys indicate a growing loss of confidence of all level of governments – the leaders, the officials, the institutions; 60% desire to seek compromise during governance. This perspective is creeping down to local governments. Residents are making the choice to become less engaged and are reluctant to run for elected office. Mayors and Council Members are questioned by family members and friends: “why are you running, why are you involved, and are you crazy.” However, when community surveys are taken, the result reinforce the belief that local government can be trusted and a high satisfaction level with city services.

4. RESIDENT’S LACK OF CIVIC EDUCATION AND UNDERSTANDING

Since the 1970’s, local school systems have greatly reduced or no longer offer basic civic education nor teach responsibilities of citizenship in a democratic society. As a result, a generation of residents have no idea that we live in a republic in which we elect representatives to represent us in a legislative body which has the responsibility to define the direction, to enact legislation, to set tax rates and determine the allocation of resources. Residents do not understand county and city governments, the relationship to city-county governments, the tax structure and fees and who provide what services. They do not understand the Council-Manager/Administrator form of city government – the underlying principles, how it operates, the roles and responsibilities of Mayor-City Council and City Manager/Administrator. They pressure cities to address school issues and problems, to provide services that are the responsibility of other governments and to resolve societal issues. In fact, it is not uncommon for a City Administrator to be asked by residents, when are you going to run for mayor and get a salary increase. When they run and get elected, they have no experience serving on a board of directors and have a tendency to micro-manage the city operations. Increasingly, cities are seeing the need to becoming proactive civic educators through citizen academies, greater involvement in schools, work study programs. Unfortunately, they are only able to reach a small number of residents.

5. SOCIAL MEDIA AND OUR WORLD OF DISINFORMATION

Today, we live in a world dominated by social media. The world attention lives here since that is where many residents, particularly younger ones, get their information. Many residents assume if the information is on social media the information is true. Our attention span has shortened with information shared in an easy to understand and brief snippets with no background, little supporting evidence and no in-depth analysis. There are few venues for public dialog or debate,

or presentation of complex reports for review and refinement. On NEXT DOOR and similar social media forums, one finds residents have opportunities to complain about the city, to share misinformation based upon falsehoods, to generate momentum and mobilize support and to have “public dialog” on community issues based on myths while excluding local government presence. Misinformation and disinformation is quickly spread throughout the community and the world on social media. Today, there is minimal local media coverage of the city. City governments have been slow in taking responsibility to share information on local projects and issues, and in defining their role and actions in this social media realm.

In the past, local government have not valued or funded proactive strategic communications and made the choice not to correct or respond to misinformation/disinformation.

6. DESIRE FOR LOWEST TAXES AND FEES/NO DEBT OVER FISCAL RESPONSIBILITY

Residents in most communities want lower taxes and fees while having the expectation of superb municipal services, outstanding facilities and great customer service. They do not think about how services are paid for and the relationship between taxes and services. Many local leaders have a “goal” of having the lowest taxes in their area and take pride in saying “we are the lowest.” In addition, residents saying that the local government should have no debt or reduce the current debt level – minimal borrowing for current and future capital needs. Today cities struggle with increasing costs of projects, increasing cost of equipment, increasing costs of service delivery and increasing employee compensation and benefits. Cheap, no debt government is not effective government or leaders acting in a fiscally responsible manner. Fiscally responsible leaders may increase taxes supporting defined services and service levels, use debt to fund major capital projects that respond to the communities needs today and prepare the community for the future. A reality is that if residents believe that they are receiving valued services from the local government they will support a tax increase and vote for major bond issues.

7. FINDING THE NEXT GENERATION: LEADERS, ADMINISTRATORS AND EMPLOYEES

A major question today is where are the next generation of public servants – where are leaders, Administrators and employees going to come from. In today’s governmental turbulence, it is hard to find a person to run for elected office, to serve on a city board, council or task force, to manage a city or department or to work in local government. Schools are not educating their students about career opportunities in government. Cities are struggling to retain and hire employees. The City’s workforce is getting older. For example, many cities have utility plant operators who are in their 60’s, retiring or ready to retire and are struggling to find replacements. Cities find it difficult to find a police officer, firefighter, engineer, IT staff in very competitive markets. Some cities are now offering bonuses, relocation allowances and other incentives to attract quality candidates, which is resulting in significant salary compression. Cities are developing succession programs and plans to address this issue. The question remains: where are leaders, Administrators and employee going to come from and how we develop them.

8. “FLAME THROWERS” – ELECTED OFFICIALS WHO’S GOAL IS TO BRING CHAOS TO GOVERNANCE

In the past, there has been a tradition that residents running for office have learned about the local government and the governance process by serving on a board or council. Many share the local government’s vision, understand the government mission and have a desire to serve the community. They have taken pride in serving the city, served as cheerleaders for the city and the community, valued governance based on civility and adopted protocols, and have seen the importance of teamwork and collaboration. Here is an emerging group of elected officials who are running from a different mindset based upon bringing chaos to the local government and to the governance process. They will not agree to or follow a code of conduct-based civility or protocols which provide a framework for how the Council-Manager/Administrator government should operate, or the defined roles and responsibilities under the Council-Manager/Administrator form of government. They react to or create short-term issues and reject ongoing strategic planning and master planning. Their behaviors are disruptive, they personally attack their colleagues, staff and family members, they question and reject data-driven reports presented by staffs and consultants and intentionally spread disinformation about the government and local officials. Their behaviors and actions drive people away from becoming involved or becoming a positive force in the community. In reality, the “flame thrower” will not change – you can only minimize the damage. The support of a unified voice to the community to support major projects, significant actions on issues and ballot measures for community consideration.

9. POLITICS OVER GOVERNANCE

Politics focuses on getting elected; governance is the responsibility of determining the direction of the government. More and more today, politics is dominating the governance process. We have done a poor job preparing elected officials to govern. Newly elected officials today arrive with little orientation and training or experiences of participating in the governance process. Many newly elected officials think that their job is a few hours per week – regular formal meetings each month, may be a work session. They are caught off guard when they come to realize that the job is 24/7 with responsibilities to represent the local government to regional/state bodies, to have a community presence and attend events, to listen and handle residents’ complaints any day and any time of day, to prepare and study for meetings including regular meetings and special meetings, individual meetings with the City Manager/Administrator and the list can go on. For the politically inclined, they focus more on personal agenda, personal power and making decisions that support them to run for another political office. They are not driven by what is best for community. Their desire is to please others to gain their political support or survive the moment, and not to serve the community.

10. LOSS OF FOCUS ON THE CITY GOVERNMENT’S PRIMARY MISSION

The charters and state law outline the general mission of city governments. The mission of county governments is more clearly defined as agents of state government. On the other hand, cities have much looser defined responsibilities based on the community that they serve. For each city government, the mission responsibilities should be conceptualized as a house. The first floor are services that are required by law (you go to jail if not provided); the second floor are core basic services for necessary for daily life (public safety, utilities); the third floor are services

that define the quality of life in the community (land use planning, park & recreation, library) and the roof are community add-ons that enrich the lives in the community (community events). The foundation of the house are basic elements needed to provide the services (facilities, infrastructure, human resources, financial resources and information technology). If the roof gets too large the city will collapse; if the foundation crumbles, the house collapses. Elected leaders have the responsibility to continually evaluate and redefine the mission, especially through a balanced budget and policy deliberation. Today, local governments are facing significant pressure to address societal issues (acceptable books, gender issues, world peace and global issues) which they have no ability to influence, expand community events and festivals going beyond the direct benefit to the community, and to add community services that go beyond the true mission. Mayor and City Councils have the ultimate responsibility to define the city's mission.

11. STATE GOVERNMENTS FORCING CITIES TO “FEND” FOR THEMSELVES

During the past several years, state governors and legislatures have had a full-blown attack on home rule and the ability of city governments to determine their direction and destiny. They have enacted laws that have reduced revenue options and imposed restrictions on taxes and fees, reduced the local government's ability to regulate for community benefit, reduced funding for major projects, imposed additional regulations and mandates without providing funding options and have proposed legislation that threatens the future of the Council-Manager/Administrator form of local government. The bottom-line reality is that city governments are on their own. City governments have hired lobbyists as frontline defenders with the purposes to monitor proposed legislation, to propose alternative legislative proposals, to be an advocate on issues to protect the interests of the community and city government. Mayor and Council Members have been asked to build relations with their state representative, to develop and adopt a legislative agenda, to maintain ongoing communications with other governmental leaders, to educate other elected officials about local issues, challenges and responsibilities. While the legislature is in session, there is a significant time requirement. This hyper-attentiveness dilutes the city's focus on strategic initiatives and the delivery of core services.

12. CRUMBLING CITY FACILITIES AND INFRASTRUCTURE

Cities are faced with aging city facilities and infrastructure needing upgrades or replacement. Many city facilities are beyond their life cycle and are still being used by residents. Many cities have been slow to invest in upgrading their facilities and infrastructure. An example is aging municipal pools requiring significant annual investment and maintenance while a new aquatic complex is cost prohibitive. An option is the creation of multiple splash pad which provide interactive aquatic experience. In addition, cities have underground pipes from the 1990's that are at the end of their life years before the advertised life cycle and have deteriorated more rapidly than older infrastructure. Cities are also struggling with securing future water supply. For cities that are faced with growth, the challenge is balancing by taking care of and maintaining the current city facilities and infrastructure while building new city facilities and infrastructure to support growth and development. In addition, cities are having difficulty in hiring certified plant operators. Mayors and City Councils have the responsibility to determine the balance by determining project priorities and to determine funding mechanisms.

BOTTOM LINE: SHARED LEADERSHIP REQUIRES TO EFFECTIVELY RESPOND TO THESE FORCES OF TURBULENCE AND TO CREATE THE BEST POSSIBLE FUTURE FOR THE RESIDENTS, THE COMMUNITY AND THE CITY.

KEYS TO SHARED LEADERSHIP SUCCESS

Effective shared leadership requires all leaders to understand, to practice and live by these ten keys of leadership success.

1. CHARACTER COUNTS – City leaders demonstrate their true character by:

- Being truthful and honest
- Consistency of words and actions
- Acting in an ethical manner – above question or beyond reproach
- Defining and knowing your personal core values
- Practicing their core values every day
- Having high moral standards without hypocrisy
- Keeping/delivering on their commitments/promises
- Acting with integrity
- Acting in an equitable manner
- Having open minds
- Communicating in an honest manner
- Acting in trustworthy manner
- Leading by example
- Relying on data and fact – avoid creating a reality based upon misinformation, disinformation or fabricated reality – “be careful of believing in your own ‘bs’”
- Acting with a sense of purpose
- Being personally vulnerable and “real” in the appropriate circumstances

2. PUTTING COMMUNITY FIRST – City leaders place the community and public service above self by:

- Acting with a public purpose in mind
- Demonstrating a genuine love for the community – a true passion for the community
- Caring about the community
- Knowing and understanding our community – our history and traditions, our community demographics, our strengths and areas for improvement, our challenges and opportunities, what makes our community special
- Having a community presence – visible to our residents
- Being a community “cheerleader”
- Making decisions that benefit the entire community
- Focusing on adding value to the lives of your residents
- Listening to and striving to understand the whole community – “not just the vocal”
- Knowing and partnering with businesses, community institutions and organizations
- Participating and enhancing community events – big and little that bring our residents together

- Giving to the community
- Guiding the community to a better future
- Responding to community needs
- Helping the community to define the future
- Working with other governments to benefit the community

3. PLAYING MUSIC AS AN “ORCHESTRA” – City leaders build the capacity of the Mayor and City Council to perform as a highly effective Governing Team by:

- Mutually defining the roles and responsibilities under Council-Manager/Administrator form of government and the City Charter
- Developing the musical score with the City Council to establish the framework for effective governance by defining success and effectiveness for the Mayor-City Council, by establishing house rules – a code of conduct and establishing operating protocols for daily activities
- Knowing and facilitating the “musical scores
- Helping the City Council to learn how to work together, to negotiate and resolve conflicts and communicate in an open manner
- Recognizing the importance of practice –the practice of working together
- Maximizing the skillset and potential of each orchestra member/City Council
- Putting others where they will succeed
- Letting the orchestra play the music
- Coaching and advising other team members
- Understanding the roles and contributions of others
- Inspiring others to achieve more
- Keeping open lines of communication with others
- Changing the tempo when necessary
- Determining who needs to be on the Stage – in the Workshop
- Calling on the right people at the right time
- Awakening and expanding the best in others
- Inspiring others to positive outcomes for the community and for future generations
- Being a motivator
- Developing the next generation of community leaders – the next Mayor, the next Council members and the next City Manager/Administrator – leadership succession preparation
- Determining how the Council will spend its time and process to govern... different Council have different operating styles
- Structured meeting focusing on attention on short term actions...leaving little time for strategic discussions and responsible decision making

4. PERSONAL CONNECTION WITH OTHERS – City leaders establish effective personal and working relationships by:

- Reaching out on a personal level with City Council members
- Getting to know others – their goals, their values, their issues, their opportunities, their concerns, their personal agendas, their operating styles and the issues, their priorities or actions that “set them off”
- Finding a personal connection – common interest, common issues, common values

- Taking time for others
- Listening to and striving to truly understand others
- Listening to the entire community
- Building and working to sustain an effective work relationship
- Seeking input from others
- Respecting diverse opinions and ideas
- Acting with civility
- Reaching out to partners, community organizations
- Finding something in common with other persons
- Responding to requests for help or assistance
- Helping Council members with their issues in context of the City mission and work program
- Being a “therapist” for Council Members or each other
- Providing advice when asked
- Recognizing that at times it is necessary to agree to disagree respectfully
- Reaching out to diverse elements of the community

5. STRATEGIC THINKING AND TACTICAL ACTIONS THAT PRODUCE A BETTER COMMUNITY – City leaders develop and facilitate strategic process that transform ideas and dreams into actions by:

- Understanding the governmental institution responsibilities and processes
- Making things happen that might not otherwise happen, and preventing things from happening that ordinarily might happen.
- Establishing and institutionalizing a well-defined and ongoing strategic planning processes with regular updates
- Recognizing the importance/valuing an ongoing and consistent strategic planning process
- Defining the vision – the preferred future for our community
- Defining the City government’s mission – the responsibilities for city government
- Defining the City government’s core values – the performance expectations and standards for every City employee
- Establishing outcome-based five-year goals
- Linking strategic plan to budget and capital planning
- Eliminating unnecessary services, programs, projects and processes
- Having a fiscally responsible tax rate driven by services and service levels
- Investing in the community’s future
- Having an ongoing capital planning and funding process – facilities and infrastructure
- Focusing on defined services – core for daily life and quality of life
- Developing an annual action agenda with defined priorities – a work program for policy and management
- Developing tactical and action plans – who is responsible; what is going to be done – activities and milestones, when will things be completed
- Monitoring and reporting on action progress
- Focusing on future outcomes for the community
- Developing tactical plans and responses to emerging issues and challenges
- Being nimble and agile and adapting to an ever-changing operating context/environment
- Taking time to evaluate results and outcomes

- Seeking feedback from the community – service satisfaction and adding value
- Preparing data-based reports, evaluating community options and outlining policy options
- Avoiding pressure to let short-term issues derail the long-term strategic process or projects

6. COLLABORATION FOR RESULTS: City leaders frame issues and facilitate the negotiating process by:

- Recognizing that no closure – decision or plan is perfect – it may be adjusted or modified over time
- Determining the appropriate/best time to address the issues
- Identifying what will happen if no action is taken
- Defining the sources and types of conflicts
- Preparing for negotiation
- Negotiating with others who have differing opinions or ideas
- Listening to and striving to understand each individual Council Member – their goals, their views on critical issues, their legacy, their views on the community, their operating style
- Facilitating the negotiating process
- Striving for win-win resolutions owned by all
- Looking for compromises – acceptable middle grounds
- Representing the interests of the community
- Evaluating, learning and making timing adjustments
- Working with community partners
- Bringing up difficult issues
- Avoiding hyperbole and “strawman” arguments
- Testing the resolution
- Avoid denying or giving in to order to avoid addressing the issue
- Supporting creative thinking
- Supporting innovative actions and taking calculated risks
- Willing to take time for the process, but must get to a result
- Encouraging winning with grace and losing with grace

7. COURAGE TO DECIDE – City leaders have the backbone to make difficult decisions for the City government and community by:

- Knowing when the time is right to address the issue and make the decision
- Having the courage and supporting City Council to address issues no matter how controversial in the community
- Focusing on critical issues and what is important
- Taking time upfront to define the underlying issue(s) or problem(s) and to establish parameters to guide research and investigation
- Using data and input from others to make decisions
- Understanding the risk and potential consequences
- Finding a personal balance among City staff input, community input and personal beliefs and preference
- Knowing the initial position of each Council member
- Linking decisions to strategic framework, community outcomes and benefit
- Involving others, particularly critical partners and Manager/Administrators/staff, who have responsibility for implementation

- Going into the field to experience this issue or problem first hand
- Recognizing that there are no perfect decisions – best decision based upon currently available data and research
- Allowing each Council member an opportunity to speak, to ask questions and to state opinions
- Understanding best practices used by others to address similar issue/problems and evaluate the potential application to your government
- Using Workshops for detailed discussions and negotiations
- Suggesting alternatives – that may lead to a consensus or viable compromise
- Seeking timely closure on issues
- Recognizing that every – decision, re-decision and non-decision is a decision and a building block for the community’s future
- Making the tough call
- Before the final decision is made, summarizing and testing decisions
- Addressing value-based issues once –avoiding the recycling of issues
- Standing up to the negative forces in the community
- Rallying the community and City Council behind the decisions
- Representing the decisions to others
- Use pilots to test decisions before full implementation when possible
- Allow staff to take calculated risks
- Council majority decides
- Supporting the decision of the majority

8. CLARITY OF DIRECTION AND OUTCOMES – City leaders strive to have everyone on the “same page” – a common understanding that empowers staff to implement by:

- Understanding the expectations of others
- Working with others to define the community’s future – desired outcomes
- Working with others to establishing goals – five years
- Having a clear vision –long-term community outcomes
- Having everyone with the same understanding
- Summarizing and testing City Council directions and expectations
- Rallying the community behind the goals, actions and direction
- Seeking community partners to work on the goals
- Monitoring and reporting on progress
- Ongoing report to and marketing to the community – we are taking actions and are producing results that add value to residents and our community
- Communicating in a succinct, clear and creative manner with the community
- Building momentum through small and incremental successes
- Translating dreams into realistic outcome-based goals
- Having goals that inspire others
- Looking for partners to achieve goals
- Keeping the focus on outcomes for the community
- Mobilizing the resources to achieve goals
- Integrating goals into budget, CIP
- Evaluating the results of the actions – are we achieving or moving closer to outcomes

- Having a “can do” attitude
- Building and sustaining momentum
- Achieving community’s potential
- Providing the necessary resources to provide defined services and service levels and to complete a capital project
- Avoiding micro-managing service delivery and project management
- Trusting staff to provide the defined service
- Respecting roles and responsibilities

9. CULTIVATING OPTIMISM – City leaders project a positive, can do attitude by:

- Having a positive outlook
- Having a sense of positive realism
- Encouraging others
- Supporting others
- Helping others to achieve their goals
- Celebrating community successes
- Building positive momentum through early successes
- Recognizing the importance of realistic positive mindsets even in light of crisis – the power of positive thinking
- Sending the positive message: “things are working in the city”
- Providing hope for a better future
- Providing support during difficult times
- Looking for ways to get to “yes”
- Recognizing realities of the situation
- Conquering setback, obstacles and difficulties
- Exploring options
- Having patience
- Avoid focusing on blaming who is responsible for setbacks
- Keeping a cool head
- Avoiding defensiveness
- Encouraging the City Manager/Administrator to bring “bad news” to the City Council
- Encouraging the City Manager/Administrator to bring “new ideas” to the City Council

10. CREATIVE THINKING AND INNOVATIVE ACTIONS – City leaders encourage out-of-the-box thinking by:

- Develop processes for creative thinking – expect it and institutionalize it
- Analyzing the difficulty, setback and obstacles
- Learning from others – what worked and what was tried and did not work
- Learning from the situation and apply to similar situations
- Addressing the difficulty long term
- Supporting creative thinking
- Supporting innovative actions and taking calculated risks
- Encouraging and supporting others
- Learning from setbacks

- Applying best practices to your city when appropriate
- Creating an organizational culture that supports creativity
- Identifying and evaluating options

These Ten Keys to Leadership are the foundation to developing and sustaining an effective governance process and to developing and sustaining a city that delivers value to the community today and creates a better for all in the future. In addition, these Ten Keys to Leadership can also help Mayors & City Councils and City Managers/Administrators & Management Team lead and guide their cities in the today's turbulent world.

SECTION 2



DUBUQUE STRATEGIC PLAN 2026-2031-2040

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STRATEGIC PLANNING FOR THE CITY OF DUBUQUE

Strategic Planning Model for the City of Dubuque

Value-based principles that
describe the preferred
future in 15 years

VISION

Destination
“You Have Arrived”

Strategic goals that focus
outcome-based objectives and
potential actions for 5 years

PLAN

Map
“The Right Route”

Focus for one year – a work
program: policy agenda for
Mayor and Council agenda for
staff; major projects

EXECUTION

Itinerary
“The Right Direction”

Principles that define the
responsibility of Authority
government and frame the
primary services – core service
businesses

MISSION

Vehicle
“The Right Bus”

Personal values that define
performance standards and
expectations for employees

CORE BELIEFS

Fuel
“The Right People”

DUBUQUE VISION 2040

Dubuque

Vision 2040

**DUBUQUE 2040 is a *SUSTAINABLE AND RESILIENT CITY* ^(A),
an *INCLUSIVE AND EQUITABLE COMMUNITY* ^(B)
where *ALL* are welcome.**

**DUBUQUE 2040 has preserved our
MASTERPIECE ON THE MISSISSIPPI ^(C),
has a *STRONG DIVERSE ECONOMY* ^(D)
and *EXPANDING CONNECTIVITY* ^(E).**

**DUBUQUE 2040 – Our residents
EXPERIENCE HEALTHY LIVING AND ACTIVE LIFE STYLE ^(F),
have choice of
QUALITY AFFORDABLE LIVABLE NEIGHBORHOODS ^(G),
have an
ABUNDANCE OF DIVERSE FUN THINGS TO DO ^(H)
and are
SUCCESSFULLY AND ACTIVELY ENGAGED IN THE COMMUNITY ^(I).**

Dubuque Vision 2040

PRINCIPLE A

SUSTAINABLE AND RESILIENT CITY

► Means

1. Policies and practices that support Environmental/Ecological Integrity, Social/Cultural Vibrancy and Economic Prosperity to create a viable, livable and equitable community
2. Achieved 50% Goal in Greenhouse Gas Reduction through energy conservation and active use of alternative energy solutions, including use of hydropower, waste to energy, use of methane gas and use of solar
3. Resilient city of choice to work, live, and play
4. New construction encouraged to be designed with green principles and national certifications
5. Resilient housing and neighborhoods
6. Giving personal information on what they use, what they need, what they want, what they need to do to save resources
7. Having and using data and other tools to make data-driven decisions the support community sustainability and resiliency

PRINCIPLE B

INCLUSIVE AND EQUITABLE COMMUNITY

► Means

1. Recognized as an inclusive and equitable community
2. Successfully overcoming racial biases and have become a truly equitable and welcoming community of choice
3. Human and civil rights as a cornerstone for actions in the Dubuque community
4. Community support and engaged actively for culture, arts and museums
5. Ongoing conversations with diverse groups of residents to understand needs and take active responses
6. Increasingly diverse and welcoming community
7. Equitable access to community assets and human services programs

PRINCIPLE C

MASTERPIECE ON THE MISSISSIPPI

► Means

1. Downtown and Riverfront – a destination and source of pride for residents and tourists
2. Redevelopment of Chaplain Schmitt Island following the currently adopted Master Plan, including the approved docking facilities, kayaking opportunities, amphitheater/indoor facility with a variety of programs and activities, boardwalk around the island for walking and biking, restaurants, etc.
3. Revitalized, vibrant and preserved historic buildings and neighborhoods, including Historic Millwork District
4. Trail connectivity along the entire Riverfront, including a bridge over the flood wall gate
5. Beautiful gateways, entrances and streetscapes, especially the north entrances
6. Natural resources preserved and the environment protected
7. Redevelopment of South Port as an exciting community destination following the currently adopted Master Plan, including the buried easy access, condos, restaurants and entertainment venues, dog park, flood wall, opportunities to experience a "working port", etc.
8. Recognized as a “designated port” including capacity for containers

PRINCIPLE D

STRONG DIVERSE ECONOMY

► Means

1. Multiple “economic engines” – manufacturing, medical and healthcare, education, retail, technology related, financial, professional services, publishing, “green” industries, etc.
2. Retaining and growing current businesses and industries
3. Strong local colleges and universities retaining graduates to meet the employment needs of the Dubuque community
4. Close the income and unemployment gaps for black residents
5. Workforce for 21st century jobs including skill development opportunities for the underemployed and unemployed
6. Land available for future industrial and commercial expansion
7. Support local Black-owned businesses
8. Strong partnership with GDDC aligned with City vision and goals and economic recovery from COVID-19 pandemic job loss and business challenges

PRINCIPLE E

EXPANDING CONNECTIVITY

► Means

1. Quality air service with choices to major hubs for business and leisure
2. State-of-the-art public transportation system responsive to community needs, including on-demand and autonomous vehicles
3. Active river port for moving commodities and for tourism, generating city revenues
4. Completion of the four-laning of the Southwest Arterial with bike lanes, limited access, attractive streetscape including trees, mix of residential and commercial development
5. Four-lane links to Chicago
6. State of the art, affordable and locally regulated telecommunication infrastructure and services throughout the city
7. Public-private investment in fiber network expansion

PRINCIPLE F

EXPERIENCE HEALTHY LIVING AND ACTIVE LIFE STYLE

► Means

1. Quality, affordable and accessible health, dental, substance abuse and brain health services in Dubuque
2. Affordable, quality housing options for all stages of life, including green, sustainable homes
3. Residents walking, biking and using public transportation to work
4. Residents having access to and taking advantage of opportunities for a healthy life style
5. Attraction and retention of young adults
6. Equitable access to healthy, affordable foods – a community without food deserts
7. People making Dubuque a community of choice and their home

PRINCIPLE G

QUALITY LIVABLE NEIGHBORHOODS

► Means

1. Reimagining City services and investments including Police policies resulting in reduced racial tension and reduced disparate treatment
2. "Complete Streets" concepts integrated into street design/redesign, neighborhood development/redevelopment, and accommodation of multiple modes of transportation
3. Reduced concentration of poverty by supporting in existing areas outside and market-rate in existing areas
4. Residents and visitors safe throughout the community, and actively taking steps to reduce crime and reporting results to increase comfort and confidence of residents
5. Quality streets and City infrastructure that are well-designed, well-maintained and ADA accessible
6. Strong sense of neighborhood pride with homeowners, landlords, and tenants taking responsibility for appearance and safety
7. Housing opportunities that meet market demand and create balance of home ownership and rental properties
8. Expanded affordable, quality housing options through infill and annexations

PRINCIPLE H

ABUNDANCE OF DIVERSE FUN THINGS TO DO

► Means

1. Multi-use trails and pathways throughout the city
2. Implementation of Chaplain Schmitt Island Master Plan and Port Master Plan
3. Variety of restaurants and food service options that meet market demands and emphasize local food products
4. A variety of entertainment and performing arts venues and programs
5. Community events and festivals for all seasons and a wide range of cultural options
6. Regional center for museums, culture and arts activities that are supported by the community
7. Diverse cultural options to expose all residents to the beauty and benefits of diversity in our community

PRINCIPLE I

SUCCESSFULLY AND ACTIVELY ENGAGED IN THE COMMUNITY

► Means

1. Promoted outreach to engage our diverse community
2. Residents and businesses well-informed on the City's Vision, plans, programs, employment opportunities and services and the value added to the community
3. Neighbors engaged actively in neighborhoods and taking responsibility for enhancing neighborhoods and resolving neighborhood conflicts or concerns
4. Community implementing five (5) principles of “Every Child, Every Promise”, STAR Communities outcomes, Inclusive Dubuque, Imagine Dubuque, etc.
5. Active participation in City governance including serving on a City board, commission, committee or task force by a diverse group of residents
6. Residents having confidence and trust in City government

DUBUQUE: CREATING AN EQUITABLE COMMUNITY (and ORGANIZATION) OF CHOICE

A High-Performance Organization (and Community) with
Engaged Employees and Residents that is Data-Driven and
Outcome-Focused Built on Five Pillars of:

Resiliency Sustainability Equity Transparency Compassion
Through Partnerships, Planning and People

FIVE PILLARS

EQUITY: a condition which deliberately creates choices and opportunities for all people to fulfill their basic needs, advance wellbeing and achieve their full potential

SUSTAINABILITY: a community's ability to meet the environmental, economic, and social equity needs of today without reducing the ability of future generations to meet their needs

RESILIENCY: the ability of individuals and systems to prevent, prepare for and recover from adverse vulnerabilities while adapting to long-term changes

TRANSPARENCY: open, honest, accountable and accessible government

COMPASSION: consciousness of and empathy for other's distress together with a desire to help

DUBUQUE CITY GOVERNMENT: MISSION

Dubuque City Government Our Mission

**DUBUQUE CITY GOVERNMENT is a *PROGRESSIVE* ^(A)
and *FINANCIALLY SOUND CITY* ^(B)
with *RESIDENTS RECEIVING VALUE FOR THEIR TAX DOLLARS* ^(C)
and *ACHIEVING GOALS THROUGH PARTNERSHIPS* ^(D)**

**DUBUQUE CITY GOVERNMENT'S MISSION is to deliver *EXCELLENT
MUNICIPAL SERVICES* ^(E) that *SUPPORT URBAN LIVING* ^(F),
that *CONTRIBUTE TO AN EQUITABLE, SUSTAINABLE CITY* ^(G),
PLAN FOR THE COMMUNITY'S FUTURE ^(H)
and *FACILITATE ACCESS TO CRITICAL HUMAN SERVICES* ^(I).**

Dubuque City Government Our Mission Principles

PRINCIPLE A

PROGRESSIVE CITY GOVERNMENT

► Means

1. Taking reasonable strategic risks to create a better future for Dubuque.
2. Planning and managing growth and development consistent with the adopted City Vision, Strategic Plan, Imagine Dubuque, Master Plans and other policy documents.
3. Adapting and responsive to changing economic and community needs.
4. Identifying opportunities to create more equitable city and taking timely actions.
5. Supporting people faced with special circumstances and needs.
6. Investing in Dubuque's future.

PRINCIPLE B

FINANCIALLY SOUND CITY GOVERNMENT

► Means

1. Having a diverse and expanding tax base and revenues.
2. Investing in the maintenance and upgrade of City assets: infrastructure and facilities.
3. Having fiscally responsible reserves, debt, and investments.
4. Providing competitive compensation and professional development opportunities for City employees.
5. Leveraging City resources through grants, partnerships and other outside funding sources.
6. Having competitive tax rate and fees to provide the necessary resources to support the defined City services and levels of service.

PRINCIPLE C
RESIDENTS RECEIVING VALUE
FOR THEIR TAX DOLLARS

► **Means**

1. Having customer-friendly employees, facilities and processes.
2. Providing excellent City services, top quality City products and facilities responsive to community needs.
3. Providing equitable and culturally relevant City services.
4. Having a well-trained City staff that proactively solves problems.
5. Effectively using technology to service the residents and stakeholders, to inform the community, to increase productivity and to promote transparency.
6. Departments continually evaluating missions and services to be effective and efficient.
7. Informing residents and stakeholders on City services, programs and financial conditions.

PRINCIPLE D
ACHIEVING GOALS
THROUGH PARTNERSHIPS

► **Means**

1. Having residents, community organizations and businesses working with city for a more viable, livable and equitable Dubuque.
2. Having active participation of the business and education community and the positive role they play in Dubuque.
3. Supporting the inclusion of Not-for-Profits, recognizing the leadership and their service role.
4. Stimulating new partnerships to achieve community goals.
5. Actively involving the community in policy and plan development and implementation.
6. Leverage community resources to achieve goals.

PRINCIPLE E

EXCELLENT MUNICIPAL SERVICES

► Means

1. Making the City of Dubuque an equitable employer of choice
2. Being responsive to residents' needs and calls for City services in a timely manner
3. Having highly productive, well-trained workforce that takes pride in service and develops innovations.
4. Having adequate staffing level to support defined service levels.
5. Seeking information, listening and learning from the community
6. Developing and using data-metrics to enhance municipal services

PRINCIPLE F

SUPPORT URBAN LIVING

► Means

1. Safe community and sense for personal security
2. Providing emergency response.
3. Having safe drinking water.
4. Disposing of wastewater in a safe manner
5. Facilitating safe, quality affordable housing
6. Preventing problems affecting community safety and health.

PRINCIPLE G

CONTRIBUTE TO AN EQUITABLE, SUSTAINABLE CITY

► Means

1. Taking a holistic approach to balancing: environmental/ecological integrity, economic prosperity and social/cultural vibrancy to create a viable, livable and equitable community.
2. Promoting partnering and facilitating a community dialogue and encouraging community actions to support equity and sustainability in Dubuque.
3. Incorporating equity and sustainability into the City's corporate and community culture, daily operations, service delivery, facilities and buildings.
4. Partnering to save businesses and individuals money, create jobs, contribute to local and national energy independence, create an international brand for the community, help recruit businesses and workforce, create a recruitment tool for the colleges, bolster Dubuque's convention and tourism businesses and accelerate local business growth.
5. Becoming a smarter city with information available for residents to make decisions of how they use precious resources.
6. Serving as a leader on equity and sustainability – a model for other cities, other organizations and businesses.

PRINCIPLE H

PLAN FOR THE COMMUNITY'S FUTURE

► Means

1. Planning to create an environmentally sustainable and livable community for future generations.
2. Supporting strategic annexations and pre-annexations opportunities.
3. Planning for redevelopment and revitalizations.
4. Promoting economic expansion.
5. Supporting a high quality of life.
6. Regulating land uses.

PRINCIPLE I

FACILITATE ACCESS TO CRITICAL HUMAN SERVICES

► Means

1. Having affordable, quality housing –safe and responsive to the residents’ needs.
2. Having transportation for community – accessible, affordable and going to community destinations.
3. Having healthcare and health services, and partnering for brain health
4. Attending to the needs of persons with disabilities.
5. Building the capacity of non-profit organizations to achieve their mission and goals.
6. Accessing affordable, quality food and food choices

CITY OF DUBUQUE PLAN 2025 – 2031

City of Dubuque

Goals 2030

HEALTHY AND SAFE COMMUNITY

**FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION:
SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY**

**ROBUST LOCAL ECONOMY:
DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY**

**LIVABLE NEIGHBORHOODS AND HOUSING:
GREAT PLACE TO LIVE**

**SUSTAINABLE ENVIRONMENT:
PRESERVING AND ENHANCING NATURAL RESOURCES**

**CONNECTED COMMUNITY:
EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE,
AND MOBILITY**

**DIVERSE ARTS, CULTURE, PARKS AND RECREATION:
EXPERIENCES AND ACTIVITIES**

Goal 1

Healthy and Safe Community

OUTCOMES

1. Be a community in which all feel welcome, included and belonging
2. Have Police Department, Fire Department and Dispatch at full budget authorized staffing with diverse workforces
3. Provide high-quality emergency services that are accredited and uses best practices
4. Leverage and use technology to create a safe community including cybersecurity, drones and cameras
5. Have a walkable and bikeable community that supports a healthy life style

MEASURES OF SUCCESS

1. Community Survey
2. Reduced number of chronic disease cases
3. Reduced Part 1 Crimes - Persons
4. Reduced Part 2 Crimes - Property
5. High Clearance Rate
6. Reduced Food Deserts
7. Reduced Response Time
8. Reduced Fire Loss

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Civility in the community
2. Recruitment and retention of Police, Fire and Dispatchers
3. Addressing issues and concerns regarding unhoused populations
4. Maintaining and updating existing City facilities and buildings – understanding their condition, their short term maintenance issues and their long term maintenance needs
5. Police facility inadequate for current and future staffing in a County-owned facility
6. Having and funding a Police and Fire facilities
7. Federal government and State of Iowa politics and polarization impacting the Dubuque community
8. Juvenile violent crimes remain a concern for Dubuque community

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. New public safety workforce that their expectations: work, overtime, time-off, etc.
2. Actions by the Federal Department HHS impacting community health and health-related services
3. Long-term funding for public safety staffing for national standards and recognized best practices
4. Addressing difficult and irresponsible property and building owners who are unwilling or unable to improve their properties or buildings
5. Changing State of Iowa laws and regulations impacting community safety restrictions, including requirements for certified mail notices
6. Maintaining City's role in addressing brain health challenges
7. Antiquated Civil Service hiring processes and Academy rules that are the impediments to timely hiring
8. Staffing Cooling and Warming Centers for weekends, holidays and overnight and the need for daytime and overnight shelters
9. Limited treatment facilities for juvenile offenders (High-risk juvenile offenders require transport to facilities that are hours away and it may also take hours to arrange a means of transport to available facilities.)
10. Preparing for future public safety workforce through cadet programs and internships

ACTIONS 2025 – 2027

- | | |
|--|----------------------|
| 1. Police Full Staffing and Hiring: Report with Options, Direction, Advocacy and Funding | <i>Top Priority</i> |
| 2. Comprehensive Fire Stations Locations: Space and Facilities Study, Direction and Funding | <i>Top Priority</i> |
| 3. Fire Staff Increases: Report with Options, Direction, Phasing Plan, Direction and Funding | <i>Top Priority</i> |
| 4. DLEC Short-Term Facility Enhancements: Lease Direction, Space and Improvement Plan, Direction and Funding | <i>High Priority</i> |

MANAGEMENT IN PROGRESS 2025 – 2027 (Mayor and City Council Action Needed)

- | |
|---|
| 1. 911 Center Relocation and Staffing: Construction Completion |
| 2. Prepared Live – Paid Version: Implementation |
| 3. Fire Equipment: Funding and Acquisition Fire Boat Delivery |
| 4. Animal Control Ordinance Update: Adoption |
| 5. Public Safety Answer Point Back-Up New Equipment: Implementation |
| 6. Veterinarian Services Contract: Completion |
| DECISION Budget FY 27 |
| 7. Law Enforcement Mental Health and Wellness Check-Ins |
| a. Funding DECISION Budget FY 27 |
| b. Implementation |

MANAGEMENT IN PROGRESS 2025 – 2027

1. Traffic and Security Cameras Deployment: Implementation and Upgrade, Fiber Project (APRA Funding)
 - a. Construction
 - b. SCADA
2. Diversity Equity and Inclusion Belong City Action Plan: Redundant Loop, Departmental Action Plans
3. New LPR Cameras: Installation
4. New CAD Computer System Implementation: Completion
5. Police Radios Upgrade Implementation: Completion
6. Community Risk Reduction (AED Program (slips and falls, mental health response, elderly resources) Implementation
7. Public Health Preparedness Emergency Response Plan Update: Completion
8. Fire Explorer Post: Creation

MAJOR PROJECTS 2025 – 2027

1. Fire Stations (6) Improvement Projects
 - a. HVAC
 - b. Bunk Room Remodel (Multi-Year)
 - c. Fire Administration Office Update
2. Crescent Community Health Building/Services Expansion
 - a. Clean Site
 - b. Final Design Completion

ON THE HORIZON 2025 – 2030

1. 9-1-1 Center Accreditation: Completion
2. Mine Shafts: Problem Analysis, Report, Direction and City Actions
3. Unhoused Residents Strategy: Needs/Issues Assessment, Partners, Outcomes, Report with Options, Policy Direction, City Actions and Funding
4. Community Cameras Program: Outcomes, Best Practices, Report with Options, Direction, Funding and City Actions (Including Traffic and Community)
5. Public Safety Campus: Concept Definition, Best Practices, Report with Options, Direction, Location and Funding Mechanism
6. Neighborhood Speeding: Problem Assessment, Best Practices, Report with Options/Potential Tools, Direction, Funding and City Actions
7. Park Ranger Program Enhancement: Review, Report, Direction and Funding
8. Mental Health/Brain Health Strategy/Action Plan: Update Report, Next Steps and Actions
 - a. City Organization
 - b. Community

ON THE HORIZON 2027 – 2031

9. Crescent Community Health Center Expansion of Population Health Program: Funding, City Presence on the Board and Advocacy
10. Community-Based Health Promotion: Capacity and Funding
11. Maternal Health Services: Assessment, Report with Options, City Role, Direction and City Actions
12. Traffic Safety Action Plan: Problems/Concerns Definition, Best Practices, Report with Options, Direction and Funding(including Speeding/Slow Down)
13. Police Staffing Increase: Report with Options, Direction, Phasing Plan, Direction and Funding
14. 911 PSAP Center Accreditation: Update Report, Direction, Funding, and City Actions
15. Take-Home Police Vehicles: Research, Report with Options and Recommendations, Direction and Funding
16. Fire Fighting Water Supply to Four Mounds: Report with Options, Direction, Funding Mechanism and City Actions
17. Drones Expanded Use: Update Report, Direction, City Actions and Funding (if Needed)

Goal 2

Financially Responsible, High-Performance City Organization: Sustainable and Effective Service Delivery

OUTCOMES

1. Maintain/improve the City bond rating
2. Have residents and businesses receiving service value for their taxes and fees by providing services in a cost-effective and financially responsible manner
3. Recruit, hire, develop and retain a diverse, top-quality City workforce dedicated to City goals, mission and core values
4. Maintain all fund reserve funds to 25%
5. Keep pace and leverage information technology and artificial intelligence to enhance City service delivery, City processes and project planning and to enhance cybersecurity

MEASURES OF SUCCESS

1. Community Survey – Customer Satisfaction
2. Increased number of residents involved and engaged in City government
3. Financial reserves
4. Retention of City employees
5. Bond rating
6. Maintenance of existing City infrastructure and facilities

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Aging City facilities, infrastructure and equipment needing maintenance, major maintenance or replacement
2. State of Iowa legislative actions and administrative rules impacting City finances and service, threatening home rule and local control
3. Recruiting, developing and retaining a diverse City workforce
4. Uncertain Federal government funding for grants, projects and programs
5. Uncertainty with Federal government regulatory requirement and City compliance
6. Supporting City employee work-life balance and employee morale
7. Climate of distrust in all governments, including City government
8. Balancing the demands for services, programs and activities with available resources, City organizational capacity, the community's expectations and new initiatives
9. Community disinformation and misinformation about City government – policies, processes, services and finances

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Improving welcoming and belonging outcomes for ALL of City employees
2. Under-resourced City services and programs resulting in stress for City employees
3. Concern about having low taxes and enterprise fees over having a responsibly low tax rate and fees and investing in the future and value for City services
4. Enhancing a City organizational culture that values learning, creative thinking and innovative actions
5. Upcoming retirements
6. Providing a safe workplace balanced with customer service
7. Due to limited City staff capacity, hiring outside resources at a significantly higher cost

ACTIONS 2025 – 2027

1. Comprehensive City Buildings and Facilities Inventory, Condition Assessment and Maintenance/Upgrade/Replacement Plan: Comprehensive Scope of Project, Budget Proposal, Direction, Funding and Initial Actions
2. Community Survey: Scope and Completion

MANAGEMENT IN PROGRESS 2025 – 2027 (Mayor and City Council Action Needed)

1. City Legislative Advocacy Agenda and Action Plan 2026
2. Federal Legislative Advocacy Agenda and Action Plan 2026
3. Enterprise Asset Management System and Work Order System
 - a. Software Funding Budget FY 27
 - b. RFQ
 - a. Consultant Contract : Decision Award
4. City Hall and Annex Project:
 - a. Design
 - b. Finding for Completion
5. Federal Building Upgrade Project:
 - a. Contract Award
 - b. HVAC
6. City Facility Integrated Access Control: :
 - a. Funding
 - b. Completion
7. Departmental Safety Program: Budget FY27 Request for OSHA Compliance

MANAGEMENT IN PROGRESS 2025 – 2027

1. Organizational Culture Continuous Improvement: Exit Interviews Implementation
2. ERP Software Implementation
 - a. Employee Expense
 - b. Employee Self-Services
3. HRIS Implementation
 - a. Selection
 - b. Implementation
4. City Bond Rating: Updated Credit Rating Spring 2026 and Bond Sale
5. Adopt-A-Spot/Volunteer Management Hub Site GIS Application: Hubsite
6. Multicultural Family Center Management and Staffing: Review and Update Report
7. Succession Plan for Intergovernmental Relations Position: Selection and Onboard
8. Website ADA Compliance: Completion

MAJOR PROJECTS 2025 – 2027

1. Multicultural Family Center Project: Elevator
2. City Data Center Project– Phase 2: **DECISION Budget FY27**

ON THE HORIZON 2027 – 2031

1. City Employee/Contractor Living Wage Policy: Development and Funding
2. City Data Center Projection – Phase 2: Direction and Funding (including Redundancy)
3. City Workforce Retention and Attraction: Direction and Funding (including Management/Employee Succession Planning and Program)
4. IT Staffing Increases: Report with Options, Direction, Phasing Plan, Direction and Funding
5. Human Resource Staffing: Direction and Funding
6. Parks and Recreation Staffing Increase: Report with Options, Direction, Phasing Plan, Direction and Funding

ON THE HORIZON 2027 – 2031 (continued)

7. Comprehensive Artificial Intelligence Policy and Action Plan: Definition, Best Practices, Report with Options, Direction, Funding and City Actions
8. Proactive Communication Strategy/Action Plan for Disinformation: Outcomes, Best Practices, Report with Recommendations - Staffing, Direction, Funding and City Actions
9. City Financial Plan and Policies: Review, Update and Direction
10. City Services and Staffing: Assessment, Staffing Plan Development, Report with Options and Recommendations, Direction and Funding
11. City Services and Tax Policy: Goal – Lowest Tax Rate vs. Responsibly Low Tax Rate: Report with Options and Policy Direction
12. Alternative Budgets: Monitoring Federal Government Action Impact and National Economy: Report and Direction
13. City Employee Retention Program – City as Employer of Choice: Goals, Best Practices, Report with Options and Recommendations, Direction and Funding

Goal 3

Robust Local Economy: Diverse Businesses and Jobs with Economic Prosperity

OUTCOMES

1. Have affordable and quality housing options for Dubuque workforce and community both for homeownership and rental
2. Attract a commercial airline(s) connecting to multiple major hubs
3. Expand the infrastructure and facilities capacity to support economic development and growth
4. Expand sports tourism in Dubuque
5. Support Dubuque higher education institutions and retain graduates in the Dubuque community
6. Maintain and enhance an effective partnership with GDDC to grow the regional Dubuque economy

MEASURES OF SUCCESS

1. Community Survey
2. Increase population within the City of Dubuque
3. Increase the number of medical students
4. Increase number of mixed-use developments/buildings
5. Increase income level of Dubuque residents/household income
6. Increase number of commercial flights/number of passengers
7. Lower poverty rate
8. Increase household income
9. Increase number of development agreements

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Retaining college graduates from Dubuque local colleges and universities
2. Potential mixed-use developments in Downtown, Central Avenue and Mall area
Sustaining and expanding air service
4. Having quality, affordable childcare/elder care
5. Tapping the potential for tourism especially sports tourism
6. Preparing for and supporting the development of the new University of Dubuque medical school
7. Lack of quality, affordable rental housing [30% – 80%] community-wide
8. Actions by the State of Iowa that impact the local economy and economic development policies, processes and programs –TIF, Historic Tax Credits, grants and others
9. Challenging future of local higher education institutions: enrollment, funding, new institutional leadership transition
10. Tapping the tourism potential of river cruises and Field of Dreams expansion

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Recruiting new and diverse businesses along Central Avenue, Kerper Boulevard and North End
2. Economic forces beyond the City's control: inflation, recession, supply chain issues and interest rate increases
3. Difficulty in financing for hotel development projects
4. Creating a business climate that supports innovators, entrepreneurs and small business start-ups
5. Lack of City infrastructure to support economic growth
6. Availability of local quality workforce and matching educational programs with needs of employers
7. Lack of wage growth using living wage data
8. Workforce desiring diverse quality of life amenities

ACTIONS 2025 – 2027

1. Air Service Future Strategy and Action Plan to Sustain and to Expand: Funding Mechanism for Entire Year, Regional Community, Partners, Community Education Necessity for the Future *Top Priority*
2. Central Avenue Revitalization Plan Development: Final Design, Streetscape Implementation, City Actions and Funding *High Priority*
3. Comprehensive Sports Tourism Strategy: Development and Direction

MANAGEMENT IN PROGRESS 2025 – 2027 (Mayor and City Council Action Needed)

1. Business Incentives Policy/Processes: Review and Refinement
2. Comprehensive Hotel Attraction/Incentive Policy and Strategy –Port and Rehabilitation: Direction and Implementation
3. Port New Hotel Development: City Actions
4. Chaplain Schmitt Island Development: Hotel Project Development
5. River Boat Docking Project: Alternative Docking Location

MANAGEMENT IN PROGRESS 2025 – 2027

1. Office of Economic Mobility/Poverty Reduction Plan: Temporary Position Plan Update.
2. Field of Dreams: Next Steps for City
 - a. Hotel Development Agreement(s)
 - b. Update Report
3. MWBE Procurement Policy: Completion
4. Electronic Bidding Software: Implementation

ON THE HORIZON 2027 – 2031

1. JFK Corridor Revitalization/Redevelopment: Outcomes, Report with Options, Direction and Actions
2. Port of Dubuque Refresh: Direction and City Actions
3. Northend Revitalization Action Plan: Outcomes, Direction, Plan Development, Funding and City Actions
4. Childcare Next Steps: Update Report, City Role, Direction on Next Steps and City Actions
5. Kerper Boulevard Business Development: Update Report and Next Steps
6. Southwest Arterial Corridor Business Development: Outcomes, Direction, City Actions and Funding
7. Small Business Grant Program Expansion: Direction and Funding

**ON THE HORIZON 2027 – 2031
(continued)**

8. Blum Remediation Projects: Direction and Funding
9. Business License Program/System: Goals, Best Practices, Report with Options, Direction and Initial Implementation
10. Grand Harbor Hotel Upgrade: Update Report, Direction, City Actions and City Funding (if Necessary)
11. Hotel Attraction and Development: Market Assessment, City Role, Direction and City Actions
12. Targeted Small Business Grant Program Expansion: Goals/Desired Outcomes, Direction and Increased Funding
13. Airport Business/Light Industrial Development: Targeted Businesses, Incentive Packages, Direction and Funding

Goal 4

Livable Neighborhoods and Housing: Great Place to Live

OUTCOMES

1. Have well-designed and well-maintained public infrastructure and facilities serving neighborhoods
2. Grow the population within the City of Dubuque**
3. Have a vibrant Dubuque Downtown with an increase in housing opportunities both market-rate and affordable and adaptive reuse
4. Increase the visual appeal and beauty of the city with attractive gateways, corridors, streetscapes/landscaping
5. State future and expand resident involvement in their neighborhood through increasing the number of neighborhood associations**
6. Preserve Dubuque Historic Millwork District as a thriving mixed-use development with residential, retail/office, entertainment

MEASURES OF SUCCESS

1. Community Survey
2. Reduce nuisance complaints
3. Reduce number of problem properties
4. Increase the number of active neighborhood groups
5. Increase population within the City of Dubuque

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. State of Iowa laws regulating housing and the City's role, including short-term rentals, mobile homes, etc.
2. Continuing momentum and delivering results in Downtown, Historic Millwork District, Bee Branch Watershed, Riverfront, Central Avenue, historic areas/corridor area and Chaplain Schmitt Island
3. Potential loss of HUD funding
4. Aging City neighborhood infrastructure and facilities needing replacement or major repairs
5. Reducing slum and blight through effective enforcement and incentives
6. Addressing the increasing number of unhoused residents with limited shelter opportunities and other tools
7. Expanding housing opportunities to support economic growth and increases in community population
8. Lack of Police staffing for community policing, traffic unit and limited enforcement options for neighborhood issues
9. Preserving and rehabilitating affordable housing and building stock – oldest in Iowa
10. Aging population with limited ability to maintain their homes and properties

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Neighborhood speeding and running of stop signs
2. Dispersing and de-centralizing affordable and low-income housing while developing options for affordable housing throughout the community to address the lack of quality, affordable housing units
3. Affordable access to quality, healthy foods in neighborhoods and reducing food deserts

ACTIONS 2025 – 2027

1. Downtown Master Plan Update: Scope, Direction, Funding and Initial Planning Process *High Priority*
2. Infill Development Strategy and Policy: Code Update

MANAGEMENT IN PROGRESS 2025 – 2027 (Mayor and City Council Action Needed)

1. Unified Development Code: Completion and Adoption
2. Historic Millworks District Development: Update Report

MANAGEMENT IN PROGRESS 2025 – 2027

1. Neighborhood Associations Development: Activation/Expansion: Budget FY 26
2. Terminus for all Permits, Data Governance and Storage: Completion
3. Permitting and Inspection Software Implementation: Completion
4. New Housing Development Support: Status Update Report

ON THE HORIZON 2027 – 2031

1. Annexation Policy: Review and Direction
2. Cable Car Area Beautification Action Plan: Direction and City Actions
3. Hendrick’s Feed Site Parking Ramp:
 - a. Design
 - b. Construction
4. Southwest Arterial Development Plan: Update/Review, Direction and City Next Steps
5. Southwest Arterial Annexation Policy/Plan: Review, Direction and City Actions
6. Citywide Beautification Policy/Plan/Actions: Goals/Outcomes, Report with Options and Funding Mechanism, Direction and Next Steps
City-wide, Comprehensive Beautification Strategy/Action Plan: Goals/Desired Outcomes, Research Best Practices, Strategy Development, Direction and Funding Mechanism
7. First Impression/North-South Entrance Beautification Project: Report with Options, Direction and Funding Mechanism
8. Downtown Beautification Program: Goals/Outcomes, Report with Options, Direction and City Actions
9. Grandview Corridor Beautification Plan: Goals, Report with Options, Direction, City Funding and City Actions
10. Community Land Trust: Grant Notification, Direction and City Role, Monitoring Des Moines Experiences

ON THE HORIZON 2027 – 2031

11. H & W Brewing and Malting Building Next Steps: Update Report, Direction and City Actions
12. Cedar Cross Corridor Revitalization Plan/Vision: City Actions, Direction and Funding
13. Northside Grocery Store Attraction: Goals, Market Analysis, Direction, City Actions and Funding (if Necessary)
14. Convenience Store Moratorium/Limitation: Legal Framework, Report with Options, Direction and City Actions
15. Flex-Steel and Pack Sites Redevelopment: Update Report, Goals, City Role, Direction and City Actions

Goal 5

Sustainable Environment: Preserving and Enhancing Natural Resources

OUTCOMES

1. Have healthy urban tree canopy and preserve current trees
2. Continue to provide safe, affordable and dependable drinking water for all residents through a high performing water treatment plant
3. Reduce potential flooding through flood plain management, mitigation and protection through a well-maintained, operational stormwater system
4. Reduce the community's carbon footprint (50% by 2030) and explore science-based outcomes in the future
5. Reduce waste and increase diversion, recycling and composting opportunities

MEASURES OF SUCCESS

1. Community Survey
2. Improve water quality - river and streams
3. Diversify energy sources
4. Continuous service delivery and timely recovery

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Uncertain Federal and State of Iowa goals and funding and their alignment with the City’s goals, services and programs
2. Need to address Bee Branch Pumping Station
3. Cleaning up and reuse of “Brownfields” sites
4. Limited funding for water infrastructure and treatment plant upgrades/replacement
5. Federal and State of Iowa regulation changes impacting Dubuque’s environmental sustainability
6. Workload and limited City staff capacity for additional projects or work assignments
7. Mitigating odor at the Water Resource Recovery Plant
8. Enhancing the flood wall

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Protection of at-risk infrastructure and utilities due to climate change and aging infrastructure, especially sanitary sewer system and water system
2. Climate changes: heat events, rain, wind events and flood events and the impact on energy demands
3. Protecting the Dubuque community and waterways from flooding through storm water management
4. Addressing emerging pollutants in water and wastewater system
5. Funding for composting and recycling programs and services
6. Funding of match dollars for grants
7. Looking beyond electric vehicles – the next generation (e.g. hydrogen power vehicles)
8. Increasing project and operational costs and supply chain issues, including energy costs increases
9. Air quality impacted by Canadian wildfires and other outside influences
10. Lack of water capacity – 89% peak demands and limited capacity to support growth

ACTIONS 2025 – 2027

1. Sanitary Sewer Investment Projects *Top Priority*
Implementation: Direction, Funding and Project Completion - 42 inch Diameter Sanitary Sewer Force Main Stabilization Project; Cedar Lift Station Project; Terminal Lift Station; Schmitt Sanitary Sewer Project; Cooper Place/Maiden Lane Project; Harvard Street Project; Hempstead Street Project; Grove Terrace Project; Sanitary Sewer Consent Decree; Catfish Creek Sanitary Sewer Project
2. Stormwater Management Investments *Top Priority*
Implementation: Direction, Funding and Project Completion – Bee Branch Gate and Pump; Kaufman Storm Sewer Project; 17th /Locust Stormwater Project; Detention Pond Maintenance; Stormwater Management Program – Individual Neighborhood Situations; 17th /Elm Street Stormwater Project
3. Water Resource and Recovery Center *High Priority*
Upgrades; Short-Term Action Plan, Direction, Funding and Actions to Improve Processes and Odor Reduction

MANAGEMENT IN PROGRESS 2025 – 2027 (Mayor and City Council Action Needed)

1. Sewer System Infrastructure Asset Master Plan: Development and Adoption
2. Emerald Ash Borer: Funding for Planting, and Stump Removal Removal/Sidewalk Replacement **DECISION Budget FY 27**
3. Alley Inspection and Maintenance Performance Evaluation Staffing: **BUDGET DECISION FY 27**
4. High Strength Waste Receiving & Storage Project:
 - a. Funding
 - b. Construction

MANAGEMENT IN PROGRESS 2025 – 2027

1. Trees Planting Program Enhancement: Update Report (Planting: 5,280 trees)
2. Water Resource Recovery Plant – Odor Abatement Implementation: Update Report
3. Electric Bus Implementation: Acquisition (1) Bus and Charging Station Completion
4. Consumer Confidence Report 2025: Publication
5. HVAC Mini-split System Installation: Completion
6. Fats, Oils, and Grease Program: Review
7. WRRRC State Certified Lab Expanding the Testing Capability: Completion
8. WRRRC Explosion Recovery: Completion

MAJOR PROJECTS 2025 – 2027

1. SCADA Overhaul Water: Completion
2. Lead Water Lines Replacement: Phase 1 Completion
3. Auburn and Custer Water Main, Sanitary Sewer, Street Reconstruction Project: Construction Completion
4. Green Alley Project - 15th Street to 17th Street Between Iowa Street and Central Avenue: Construction Completion
5. Advancing New Deep Well No. 11 (as part of PFAS Remediation Plan): Completion
6. North Cascade/Southwest Arterial Water/Sewer Main Extension from Edval Lane to North. English Mill Road): Construction Completion
7. City-Wide Fiber Project – Water Department Pump, Stations, Tanks and Towers: Completion
8. Deep Well No. 7 Rehabilitation: Completion
9. Creek Crossing Restoration Project: Construction Completion
10. Rockdale Road Stormwater Project: **CIP Funding Request**

ON THE HORIZON 2027 – 2031

1. South Flood Wall Buried: Funding
2. EV Infrastructure Development: Status Report, Potential Projects, Funding Sources/Grants, Direction and Next Steps
3. City Energy Policy – Buildings and Equipment: Report, Direction, Funding and City Actions
4. South Plant Magnetic Flow Meters Replacement: Funding
5. Filter Rehabilitation at Eagle Point Water Treatment Plant: Funding
6. Althausen Street and Eagle Street Water Main Replacement Project: Funding
7. Nutrient Reduction Strategy: Update (2027)
8. Water Supply for Four Mounds: Direction, City Action and Funding
9. Solar Policies/Programs/Strategy: Goals/Desired Outcomes, Best Practices, Report with Options, Funding Opportunities, Direction and City Actions (City Government and Community)
10. Water Distribution and Treatment System Investments Implementation: Direction and Funding (including Water Treatment Plant Upgrade/Replacement: Independent Condition Assessment)

ON THE HORIZON 2027 – 2031 (continued)

11. Climate Action Plan: Update Target, Best Practices, City Actions and Next Steps
12. Bee Branch Operations and Maintenance: Funding
13. Recycling Automated Collection: Direction and Funding Mechanism
14. Bikeable/Walkable Dubuque: Definition of Concept, City Role, Direction, Funding and City Actions
15. Resiliency/Sustainable Plan Implementation: Update Report, Direction, City Actions and Funding
16. Green Alley Program: Project Direction/Timing, Maintenance Direction and Funding
17. City Forester/Arborist: Position, Direction and Funding
18. Solar Policies/Program/ Strategy: Goals/Outcomes, Best Practices, Report with Options, Funding Opportunities, Direction and City Actions
 - a. City Government
 - b. Community
19. Large Complexes Recycling Encouragement: Direction and City Actions
20. Curbside Pick-up of Yard Waste to Improve Composting: Report with Options, Direction and City Actions

Goal 6

Connected Community: Equitable Transportation, Technology Infrastructure, and Mobility

OUTCOMES

1. **Have daily scheduled, reliable commercial air service to hub(s)**
2. **Have well-designed, well maintained Complete Streets – full use of ROW including streets, sidewalks and bike lanes throughout our Dubuque community**
3. **Increase availability, accessible and affordable broadband and redundancy through public-private partnerships**
4. **Have safe, available, equitable and accessible daily travel through multiple mobility mode for all Dubuque residents**
5. **Have safe, healthy, accessible, well-maintained, and connected trails for mobility and recreation**

MEASURES OF SUCCESS

1. Community Survey
2. More mile of bike lanes
3. More miles of trails
4. Perception of walkability
5. Perception of bikeable
6. Perception of travel times
7. Perception of travel safety

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Competition for commercial air service with five airports within two hours, including changing flying habits of Dubuque businesses and residents - driving to nearby airports
2. Aging and deteriorating underground infrastructure (oldest in Iowa) with expensive immediate needs and few grant opportunities
3. Addressing parking and parking ramps concerns, perceptions and issues and funding for maintenance
4. Rehabilitating concrete streets especially streets built in the 1990's which now need reconstruction
5. Funding for increased maintenance of streets and sidewalks
6. Funding for local match for grants (e.g. airport grant \$30 million needs \$3 million match from the City of Dubuque)
7. Defining the City role and funding for connecting sidewalks throughout our Dubuque community
8. Funding for connecting and maintaining bike trails/lanes and related bike infrastructure with increasing demands from the community
9. Transit service by choice and to area destination serving the needs of all residents, including shift workers
10. Funding for local match for grants (e.g. airport grant \$30 million needs \$3 million match from the City of Dubuque)

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Defining the scope and funding for “Complete Streets” implementation
2. Lack of funding for Green Alley program for both construction and maintenance
3. Poor condition of alleys
4. Lack of reliable transportation services to and from the airport
5. Developing and maintaining the ADA infrastructure and facilities
6. Equity in broadband affordability, availability and accessibility

ACTIONS 2025 – 2027

1. Street Maintenance/Rehabilitation Program: *Top Priority*
Direction and Funding
2. East-West Corridor/Roundabout Projects: *High Priority*
Direction and Funding Mechanism

MANAGEMENT IN PROGRESS 2025 – 2027 (Mayor and City Council Action Needed)

1. STREETS Program: Funding and Implementation
 - a. Phase 1 – Arterials Completion
 - b. Phase 2 – Downtown Initiated

MANAGEMENT IN PROGRESS 2025 – 2027

1. The Jule New Electric Vehicles: Acquisition
2. The Jule Grant Funding FTA Study: Completion
3. Parking System and Technology Upgrade: Installation
4. Smart Parking and Mobility Study: Implementation
 - a. Parking Implementation
 - b. Mobility Implementation

MAJOR PROJECTS 2025 – 2027

1. Highway 20/Northwest Arterial Intersection Project: Design Completion (IDOT Funding)
2. 14th Street Railroad Overpass and 16th Street Corridor Complete Streets Improvements: Project Completion
 - a. Preliminary Design
 - b. NEPA
3. SW Arterial ITS Project: Construction Completion
 - a. Bid
 - b. Construction
4. Connection to Data Center Project: Construction Completion
5. Taxiway Alpha Construction Project: Completion
 - a. Phase 2: Completion
 - b. Phase 3 Completion
6. General Aviation Apron Reconstruction Project: Construction Phase 2 Completion
7. Chaplain Schmitt Federal Community Project Trail Grant Project: Construction and Audit
8. Wildwood Drive Bridge Replacement:
 - a. Design
 - b. Bid
 - c. Construction
9. Relocation of Fiber Optics on Bridge (Highway 20)

ON THE HORIZON 2027 – 2031

1. New Bridge to East Dubuque: Assessment, Direction and City Actions
2. North Cascade Reconstruction (to Timber Hyrst Subdivision) Water Main Extension Project: Phase 2
3. Radford/Pennsylvania Roundabout Project: Direction and Funding
4. Bike Trail Connectivity Southwest Arterial: Direction
5. Micro-Mobility Options: Goals/Outcomes, Best Practices, Report with Options and Direction
6. FAA Aircraft Contract Tower Modernization/Replacement: Funding
7. Highway 20/Northwest Arterial Intersection Project (IDOT): Matching Funds (30%) and ROW Acquisition
8. Urban Bike Lane Plan: Best Practices, Plan Development, Direction, Funding and City Actions
9. Bike Racks Policy and Plan: Report with Options, Direction and Funding
10. ADA Sidewalk Inspection Program/Policy: Report with Options, Policy Direction and Funding Mechanism

**ON THE HORIZON 2027 – 2031
(continued)**

11. Multi-use Paths and Bike Trails Maintenance Policy: Report with Options, Policy Direction and Funding Mechanism
12. Railroad Quiet Zones: Direction and Funding Mechanism
13. Citywide Complete Streets Policy and Action Plan: Update and Direction (including pedestrians and bikes)
14. Reconstructing Alleys Policy: Report with Options, Policy Direction and Funding Mechanism
15. West 2nd Street Sidewalk Project: Scope, Project Definition, Funding, Direction and Initial Design
16. Traffic Operations Center Staffing: Direction and Funding
17. Fiber to Community Project Completion: Update Report and City Actions
18. Cedar Cross Sidewalk Development: Report with Options and Costs, Direction and Funding Mechanism
19. Bike Path Connectivity Plan: Goals, Plan Development, Direction, City Projects and Actions and Funding Mechanism

Goal 7

Diverse Arts, Culture, Parks and Recreation: Experiences and Activities

OUTCOMES

1. Establish Chaplain Schmitt Island as a community and tourism destination with a variety of activity venues and experiences for residents and guests
2. Have appropriate staffing and sustainable resources to support defined recreational and park, library, culture and arts services/programs and levels of services
3. Provide accessible recreational, library, culture and arts programs/activities and parks amenities that are responsive to the emerging workforce/community expectations
4. Have well-built, well-maintained, upgraded and expanded parks, park amenities and recreational/park facilities
5. Have well-built, well-maintained, upgraded and expanded Library

MEASURES OF SUCCESS

1. Community Survey
2. Increase participation in recreation programs and activities
3. Increase participation in library programs and activities
4. Increase participation in community events and festivals
5. Increase investment in public art
6. Increase the number of recreation programs and activities
7. Increase the number of library programs and activities
8. Increase the number of community events and festivals
9. Increase attendance at casinos

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Funding for the maintenance/upgrades/renovations of aging parks, structures and facilities, and recreational facilities
2. High demand, lack of indoor programming spaces
3. Responding to the increasing demands for current and emerging sports programs and activities
4. Lack of field and indoor space for tournaments, leagues and practice
5. Completing Five Flags Project within budget
6. Understanding, responding and funding to respond to workforce expectations of quality of life/leisure/arts and cultural facilities and experiences
7. Funding for the upgrades/renovations of the Library
8. Lack of accessible and free parking at the Library and MFC
9. Sustainable and additional funding for leisure services facilities and programs
10. Increasing demands for recreational programs and activities
11. Aging and dated parks, library and facilities

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Funding and developing new parks in newer four subdivisions
2. Responding to and funding projects to meet the high demand for dog park(s)
3. Funding and staffing for Parks and Recreation inherited facilities for operation and maintenance including Bee Branch and Historic Millwork District
4. Reduced community giving to arts organizations with pressure for City funding
5. Increasing demands for cultural events and the limited staffing and City facilities
6. Developing and enhancing access to facility/venues
7. Funding for projects to achieve ADA compliance

ACTIONS 2025 – 2027

1. Sports Complex Development: Concept, City Role, Potential Private Partner, Funding Mechanism and Direction *Top Priority*
2. Parks and Recreation Master Plan Adoption and Implementation: Finalization, Adoption, Projects Direction/Priority, Funding and Initiation of Projects *High Priority*
3. Chaplain Schmitt Island Development – Next Phase: Next Steps (beyond Amphitheater) *High Priority*

MANAGEMENT IN PROGRESS 2025 – 2027 (Mayor and City Council Action Needed)

1. Comiskey Park Upgrades – Phase 2 Parking and Amenities;
 - a. Bid Decision Award
 - b. Construction
2. Historic Millwork District Park Plan:
 - a. Plan Completed
 - b. Budget FY 28 Request
3. Eagle Point Park Historic Structures Assessment: Completion
 - a. Budget FY 27
 - b. Report Completion

MANAGEMENT IN PROGRESS 2025 – 2027

1. Cultural Experiences and Programming
2. Friends of Eagle Point Park: Creation
3. Eagle Point Park Fall Clean-up: Completion

MAJOR PROJECTS 2025 – 2027

1. Jackson Park Restrooms: Completion
2. ImOn Ice Arena – Dehumidification: Construction
3. Rustic Point Park: Completion
4. South Pointe Park: Completion
5. Eagle Point Park Water Tower Deconstruction
6. Chaplain Schmitt Island Amphitheater Development: Construction Completion and First Concert

ON THE HORIZON 2027 – 2031

1. Comiskey Park Upgrades – Phase 2 Restrooms: Direction and Funding
2. Quality of Life Bond Package: Concept, Scope, Report with Options and Direction
3. FDR Park Development: Direction and Funding
4. Pool/Aquatic Facility Strategy/Action Plan – Long Term: Update Report, Direction and Funding
5. Ice 2nd Sheet: Report with Options, Direction, City Role and Funding
6. Parks and Recreation Service/Staffing Level: Review, Direction and Funding
7. Historic Millwork District Recreational Space: Direction, Funding and Partnerships
8. Quality of Life Amenities for Young Professional: Best Practices, Expectations, Report with Options, Direction and City Actions
9. Park Beautification/Upgrade Program: Needs/Opportunities, Report with Options and Recommendations, Direction, Project Priorities and Funding Mechanism
10. Flag Set for Eagle Point Park Entrance: Direction and Funding
11. Trail Master Plan: Direction
12. Comprehensive Parks Quality of Life Amenities Plan: Needs, Plan Development, Direction and Funding
13. Dog Parks + Amenities Expansion: Report with Options, Policy Direction and Project Funding
14. Splash Pads Plan: Best Practices, Plan Development, Direction and Funding Mechanism

ON THE HORIZON 2027 – 2031 (continued)

15. Indoor Community/Recreation Center/Space: Feasibility, Purposes, Best Practices, Report with Options, Direction, Funding Mechanism and City Actions
16. Library Upgrade/Expansion: Direction and Funding
17. Gender Neutral Restrooms at Pools: Report with Options, Direction and Funding
18. Public Arts Policy: Research, Best Practices, Report with Options, Direction and Funding
19. Park Development: Direction and Funding (Pebble Cove, North Fork, Rustic Point, Mozena Farm, and Silver Oaks.)
20. Outdoor Pools (Flora and Sutton): Repairs and Renovations: Report with Options, Direction and Funding
21. Multicultural Festivals/Celebrations Expansion: Outcomes, Report, Direction, City Role, Funding and City Actions
22. Five Flags Facilities Direction: Upgrade Plans Review, Sale Proposal Review, Direction and City Actions
23. Public Art Northend/Bee Branch: Definition, Direction and Funding
24. Eagle Point Park Fee: Report with Options, Direction and City Actions
25. Playground Replacements: Direction and Funding (Madison, Gay, Murphy, and Jefferson)
26. Tennis Court Resurfacing Projects: Direction and Funding (Flora, Murphy and Eagle Point)
27. Arts Cultural Master Plan Update: Scope, Direction and Funding
28. Neighborhood Park Policy: Goals, Option, Direction

CITY OF DUBUQUE ACTION AGENDA 2025 – 2027

City of Dubuque Action Agenda 2025 – 2027

TOP PRIORITY

**Police Full Staffing and Hiring:
Report with Options, Direction, Advocacy and Funding**

**Sanitary Sewer Investment Projects Implementation:
Direction, Funding and Project Completion**

**Air Service Future Strategy and Action Plan to Sustain and to Expand:
Funding Mechanism for Entire Year, Regional Community Partners, Community Education - Necessity for the Future**

**Comprehensive Fire Stations Locations:
Space and Facilities Study, Direction and Funding**

**Fire Staff Increases:
Report with Options, Direction, Phasing Plan, Direction and Funding**

**Stormwater Management Investments Implementation:
Direction, Funding and Project Completion(**

**Street Maintenance/Rehabilitation Program:
Direction and Funding**

**Sports Complex Development:
Concept, City Role, Potential Private Partner, Funding Mechanism and Direction**

HIGH PRIORITY

**Central Avenue Revitalization Plan Development:
Final Design, Streetscape Implementation, City Actions and Funding**

**Parks and Recreation Master Plan Adoption and Implementation:
Finalization, Adoption, Projects Direction/Priority, Funding and Initiation of Projects**

**DLEC Short-Term Facility Enhancements:
Lease Direction, Space and Improvement Plan, Direction and Funding**

**Downtown Master Plan Update:
Scope, Direction, Funding and Initial Planning Process**

**East-West Corridor/Roundabout Projects:
Direction and Funding Mechanism**

**Water Resource and Recovery Center Upgrades:
Short-Term Action Plan, Direction, Funding and Actions to Improve Processes and Odor Reduction**

**Chaplain Schmitt Island Development – Next Phase:
Next Steps (beyond Amphitheater)**

City of Dubuque

Management in Progress 2025 – 2027

(Mayor and City Council Action Needed)

911 Center Relocation and Staffing: Construction Completion

Prepared Live – Paid Version: Implementation

Fire Equipment: Funding and Acquisition Fire Boat Delivery

Animal Control Ordinance Update: Adoption

Public Safety Answer Point Back-Up New Equipment: Implementation

Veterinarian Services Contract: Completion
DECISION Budget FY 27

Law Enforcement Mental Health and Wellness Check-Ins: Funding **DECISION Budget FY 27** and Implementation

City Legislative Advocacy Agenda and Action Plan 2026

Federal Legislative Advocacy Agenda and Action Plan 2026

Enterprise Asset Management System and Work Order System: Software Funding **DECISION Budget FY 27**, RFQ and
Consultant Contract : Decision Award

City Hall and Annex Project: Design and Finding for Completion

City of Dubuque

Management in Progress 2025 – 2027

(Mayor and City Council Action Needed)

Federal Building Upgrade Project: Contract Award and HVAC

City Facility Integrated Access Control: Funding and Completion

Departmental Safety Program: **DECISION Budget FY27 Request for OSHA Compliance**

Business Incentives Policy/Processes: Review and Refinement

Comprehensive Hotel Attraction/Incentive Policy and Strategy –Port and Rehabilitation: Direction and Implementation

Port New Hotel Development: City Actions

Chaplain Schmitt Island Development: Hotel Project Development

River Boat Docking Project: Alternative Docking Location

Unified Development Code: Completion and Adoption

Historic Millworks District Development: Update Report

Sewer System Infrastructure Asset Master Plan: Development and Adoption

Emerald Ash Borer: Funding for Planting, and Stump Removal Removal/Sidewalk Replacement **DECISION Budget FY 27**

City of Dubuque

Management in Progress 2025 – 2027

(Mayor and City Council Action Needed)

Alley Inspection and Maintenance Performance Evaluation Staffing: **DECISION Budget FY 27**

High Strength Waste Receiving & Storage Project: Funding and Construction

STREETS Program: Funding and Implementation - Phase 1 – Arterials Completion and Phase 2 – Downtown Initiated

Comiskey Park Upgrades – Phase 2 Parking and Amenities: **DECISION: Bid Award** and Construction

Historic Millwork District Park Plan: Plan Completed and **DECISION Budget FY 28 Request**

Eagle Point Park Historic Structures Assessment: Completion - **DECISION Budget FY 27 Request** and Report Completion

City of Dubuque

Management in Progress 2025 – 2027

Traffic and Security Cameras Deployment: Implementation and Upgrade, Fiber Project (APRA Funding) – Construction and SCADA

Diversity Equity and Inclusion Loop, Departmental Action Plans

New LPR Cameras: Installation

New CAD Computer System Implementation: Completion

Police Radios Upgrade Implementation: Completion

Community Risk Reduction (AED Program (slips and falls, mental health response, elderly resources) Implementation

Public Health Preparedness Emergency Response Plan Update: Completion

Fire Explorer Post: Creation

Organizational Culture Continuous Improvement: Exit Interviews Implementation

ERP Software Implementation: Employee Expense and Employee Self-Services

HRIS Implementation: Selection and Implementation

City Bond Rating: Updated Credit Rating Spring 2026 and Bond Sale

Adopt-A-Spot/Volunteer Management Hub Site GIS Application: Hubsite

Multicultural Family Center Management and Staffing: Review and Update Report

City of Dubuque

Management in Progress 2025 – 2027

Succession Plan for Intergovernmental Relations Position: Selection and Onboard

Website ADA Compliance: Completion

Office of Economic Mobility/Poverty Reduction Plan: Temporary Position and Plan Update.

Field of Dreams: Next Steps for City - Hotel Development Agreement(s) and Update Report

MWBE Procurement Policy: Completion

Electronic Bidding Software: Implementation

Neighborhood Associations Development: Activation/Expansion: **DECISION Budget FY 26**

Terminus for all Permits, Data Governance and Storage: Completion

Permitting and Inspection Software Implementation: Completion

New Housing Development Support: Status Update Report

Trees Planting Program Enhancement: Update Report (Planting: 5,280 trees)

Water Resource Recovery Plant – Odor Abatement Implementation: Update Report

Electric Bus Implementation: Acquisition (1) Bus and Charging Station Completion

Consumer Confidence Report 2025: Publication

City of Dubuque

Management in Progress 2025 – 2027

HVAC Mini-split System Installation: Completion

Fats, Oils, and Grease Program: Review

WRRC State Certified Lab Expanding the Testing Capability: Completion

WRRC Explosion Recovery: Completion

The Jule New Electric Vehicles: Acquisition

The Jule Grant Funding FTA Study: Completion

Parking System and Technology Upgrade: Installation

Smart Parking and Mobility Study: Implementation - Parking Implementation and Mobility Implementation

Cultural Experiences and Programming

Friends of Eagle Point Park: Creation

Eagle Point Park Fall Clean-up: Completion

City of Dubuque

Major Projects 2025 – 2027

Fire Stations (6) Improvement Projects: HVAC, Bunk Room Remodel (Multi-Year) and Fire Administration Office Update

Crescent Community Health Building/Services Expansion: Clean Site and Final Design Completion

Multicultural Family Center Project: Elevator

City Data Center Project– Phase 2: **DECISION Budget FY27**

SCADA Overhaul Water: Completion

Lead Water Lines Replacement: Phase 1 Completion

Auburn and Custer Water Main, Sanitary Sewer, Street Reconstruction Project: Construction Completion

Green Alley Project - 15th Street to 17th Street Between Iowa Street and Central Avenue: Construction Completion

Advancing New Deep Well No. 11 (as part of PFAS Remediation Plan): Completion

North Cascade/Southwest Arterial Water/Sewer Main Extension from Edval Lane to North. English Mill Road): Construction Completion

City-Wide Fiber Project – Water Department Pump, Stations, Tanks and Towers: Completion

Deep Well No. 7 Rehabilitation: Completion

Creek Crossing Restoration Project: Construction Completion

Rockdale Road Stormwater Project: **DECISION CIP Funding Request**

City of Dubuque

Major Projects 2025 – 2027

Highway 20/Northwest Arterial Intersection Project: Design Completion (IDOT Funding)

14th Street Railroad Overpass and 16th Street Corridor Complete Streets Improvements: Project Completion - Preliminary Design and NEPA

SW Arterial ITS Project: Construction Completion – Bid and Construction

Connection to Data Center Project: Construction Completion

Taxiway Alpha Construction Project: Completion - Phase 2: Completion and Phase 3 Completion

General Aviation Apron Reconstruction Project: Construction Phase 2 Completion

Chaplain Schmitt Federal Community Project Trail Grant Project: Construction and Audit

Wildwood Drive Bridge Replacement: Design, Bid and Construction

Relocation of Fiber Optics on Bridge (Highway 20)

Jackson Park Restrooms: Completion

ImOn Ice Arena – Dehumidification: Construction

Rustic Point Park: Completion

South Pointe Park: Completion

Eagle Point Park Water Tower Deconstruction

Chaplain Schmitt Island Amphitheater Development: Construction Completion and First Concert

SECTION 3

ACTION AGENDA 2025 – 2027 **[Final Draft]**

City of Dubuque Goals 2031

HEALTHY AND SAFE COMMUNITY

FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE
CITY ORGANIZATION:
SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY

ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND
JOBS WITH ECONOMIC PROSPERITY

LIVABLE NEIGHBORHOODS AND HOUSING:
GREAT PLACE TO LIVE

SUSTAINABLE ENVIRONMENT:
PRESERVING AND ENHANCING NATURAL RESOURCES

CONNECTED COMMUNITY:
EQUITABLE TRANSPORTATION, TECHNOLOGY
INFRASTRUCTURE, AND MOBILITY

DIVERSE ARTS, CULTURE, PARKS AND RECREATION:
EXPERIENCES AND ACTIVITIES

Definitions of Terms

POLICY –

is an issue that needs direction or a policy decision by the Mayor and City Council or needs a major funding decision by the Mayor and City Council; or an issue that needs Board of Trustees leadership by the governing body in the community; or with other governmental bodies (City government, other City governments, state government, federal government) – questions of “WHAT: IS THE DIRECTION; IS THE GOAL; IS THE BUDGET OR RESOURCES; IS THE CITY POLICY OF REGULATION?”

MANAGEMENT –

a management action which the Mayor and City Council has set the overall direction and provided initial funding (e.g., phased project), may require further Mayor and City Council action on funding; or a major management project particularly multiple years (e.g., upgrade to the information system) – questions of “HOW: DO WE ADDRESS THE ISSUE, MANAGE THE CITY; IMPLEMENT A DECISION OR PROGRAM; CAN WE IMPROVE THE MANAGEMENT OR ORGANIZATIONAL PROCESS?”

MANAGEMENT IN PROGRESS –

a management or organization action which Mayor and City Council has set the direction, needs staff work before going to Mayor and City Council for direction next year or beyond, no choice mandated by an outside governmental agency or institution, management process improvement budgeted or funded by the Mayor and City Council.

MAJOR PROJECT –

a capital project funded in the CIP or by Mayor and City Council action which needs design or to be constructed (e.g., Road project, City facility project, park project, etc.).

ON THE HORIZON –

an issue or project that will not be addressed during the year by management or the Mayor and City Council but should be addressed in the next five years; it could become an action item for this year if another party moves the issue or project forward – it depends on them.

Action Agenda 2025 – 2027

Targets for Action

City of Dubuque

TOP PRIORITY

**Police Full Staffing and Hiring:
Report with Options, Direction, Advocacy and Funding**

**Sanitary Sewer Investment Projects Implementation:
Direction, Funding and Project Completion**

**Air Service Future Strategy and Action Plan to Sustain and to Expand:
Funding Mechanism for Entire Year, Regional Community Partners, Community
Education - Necessity for the Future**

**Comprehensive Fire Stations Locations:
Space and Facilities Study, Direction and Funding**

**Fire Staff Increases:
Report with Options, Direction, Phasing Plan, Direction and Funding**

**Stormwater Management Investments Implementation:
Direction, Funding and Project Completion(**

**Street Maintenance/Rehabilitation Program:
Direction and Funding**

**Sports Complex Development:
Concept, City Role, Potential Private Partner, Funding Mechanism and Direction**

HIGH PRIORITY

**Central Avenue Revitalization Plan Development:
Final Design, Streetscape Implementation, City Actions and Funding**

**Parks and Recreation Master Plan Adoption and Implementation:
Finalization, Adoption, Projects Direction/Priority, Funding and Initiation of Projects**

**DLEC Short-Term Facility Enhancements:
Lease Direction, Space and Improvement Plan, Direction and Funding**

**Downtown Master Plan Update:
Scope, Direction, Funding and Initial Planning Process**

**East-West Corridor/Roundabout Projects:
Direction and Funding Mechanism**

**Water Resource and Recovery Center Upgrades:
Short-Term Action Plan, Direction, Funding and Actions to Improve Processes and Odor
Reduction**

**Chaplain Schmitt Island Development – Next Phase:
Next Steps (beyond Amphitheater)**

City of Dubuque

Action Agenda 2025 – 2027

		PRIORITY		
		Priority	Top	High
1	1. Police Full Staffing and Hiring: Report with Options, Direction, Advocacy and Funding	TOP	7	-
5	2. Sanitary Sewer Investment Projects Implementation: Direction, Funding and Project Completion	TOP	6	-
3	3. Air Service Future Strategy and Action Plan to Sustain and to Expand: Funding Mechanism for Entire Year, Regional Community Partners, Community Education - Necessity for the Future	TOP	5	-
1	4. Comprehensive Fire Stations Locations: Space and Facilities Study, Direction and Funding	TOP	4	-
1	5. Fire Staff Increases: Report with Options, Direction, Phasing Plan, Direction and Funding	TOP	4	-
5	6. Stormwater Management Investments Implementation: Direction, Funding and Project Completion(	TOP	4	-
6	7. Street Maintenance/Rehabilitation Program: Direction and Funding	TOP	4	-
7	8. Sports Complex Development: Concept, City Role, Potential Private Partner, Funding Mechanism and Direction	TOP	4	-

*Number to far-left of area correlates the Goal to the Action listed

City of Dubuque

Action Agenda 2025 – 2027

		PRIORITY		
		Priority	Top	High
3	9. Central Avenue Revitalization Plan Development: Final Design, Streetscape Implementation, City Actions and Funding	HIGH	3	7
7	10. Parks and Recreation Master Plan Adoption and Implementation: Finalization, Adoption, Projects Direction/Priority, Funding and Initiation of Projects	HIGH	3	7
1	11. DLEC Short-Term Facility Enhancements: Lease Direction, Space and Improvement Plan, Direction and Funding	HIGH	3	6
4	12. Downtown Master Plan Update: Scope, Direction, Funding and Initial Planning Process	HIGH	1	6
6	13. East-West Corridor/Roundabout Projects: Direction and Funding Mechanism	HIGH	0	6
5	14. Water Resource and Recovery Center Upgrades: Short-Term Action Plan, Direction, Funding and Actions to Improve Processes and Odor Reduction	HIGH	0	4
7	15. Chaplain Schmitt Island Development – Next Phase: Next Steps (beyond Amphitheater)	HIGH	0	4

City of Dubuque

Action Agenda 2025 – 2027

			PRIORITY		
		Priority	Top	High	
2	16. Comprehensive City Buildings and Facilities Inventory, Condition Assessment and Maintenance/Upgrade/Replacement Plan: Budget Proposal, Direction, Funding and Initial Actions		1	1	
3	17. Comprehensive Sports Tourism Strategy: Development		0	1	
1	18. Community Survey: Scope and Completion		0	0	
4	19. Infill Development Strategy and Policy: Code Update		0	0	
	20.				
	22.				
	23.				
	24.				

City of Dubuque

Action Outlines 2025 – 2027

GOAL 1	HEALTHY AND SAFE COMMUNITY
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ACTION: Police Full Staffing and Hiring: Report with Options, Direction, Advocacy and Funding

PRIORITY

Top Priority

Key Issues

- Iowa Law Enforcement Academy and State of Iowa Rules.
- Police Officer recruitment
- Quality of applicants
- Growing the Local Applicant Pool
- Faste hiring process
- Supporting Officers with Additional Civilian Staff.
- Assess Calls for Service - responding to time consuming calls that are not law enforcement functions or police related matters

Activities/Milestones

1. Demographic specific recruiters, current recruitment video, new signage, new fliers relevant to the target audience (college students, work force, etc.), one-on-one/personal recruiting.
2. Bypassing civil service for more efficient hiring using “real time” testing and interviewing. Getting the conditional offer to the applicant faster
3. Growing our own recruits using Kids Camp, Police Explorers (high school) and Community Resource Officer program (college paid internship) to develop future Dubuque Police Officers. This is unique in Iowa. The Explorer program could use more funding to make it more robust.
4. **STATE LEGISLATIVE TOPIC -Police Academies**
5. **REPORT: Police Hiring and Recruitment (during Budget Presentation)**

Time

Ongoing

Ongoing

Ongoing

1/26

3/26

Responsibility: **Police**

ACTION: Comprehensive Fire Stations Locations: Space and Facilities Study, Direction and Funding

PRIORITY

Top Priority

Key Issues

- Current Fire Station locations
- Need for comprehensive Fire Station location and growth plan
- Fire staffing
- Project priority
- Costs
- Funding
- Response times
- Vehicle locations

Activities/Milestones

1. Complete Fire Station Feasibility and Condition Study
2. **WORK SESSION: Fire Station Feasibility and Condition Study presentation, discussion and direction**
3. Develop budget proposal
4. **BUDGET DECISION: Budget FY 28 Funding for Fire Station Study Implementation - engineering support to identify project management, design, and construction oversight**

Time

7/26

11/26

12/26

4/27

Responsibility: **Fire**

ACTION: Fire Staff Increases: Report with Options, Direction, Phasing Plan, Direction and Funding

PRIORITY

Top Priority

Key Issues

- Understanding of various staffing impacts, staffing models, benefit time management and impact on minimum staffing
- Current approved FTE limits on minimum staffing
- Identification of a strategy to continue to address personnel staffing of suppression vehicles.
- Potential staffing impacts of the future.
- Needs assessment for an additional ambulance, impacts of station needs assessment and ability to project potential future growth
- Alignment with 5-10 year comprehensive station location/modification plan.
- Link to Fire Station direction

Activities/Milestones

1. Prepare Report on Fire staffing models
2. **WORK SESSION: Report of Fire Staffing Models presentation, discussion and initial direction**
3. **DECISION: Budget FY 27 Funding for Fire Improvement Package**
4. Develop Fire Long-term Staffing Plan
5. **WORK SESSION: Fire Long-term Staffing Plan**

Time

11/25
12/25
4/26
8/26
TBD

Responsibility: **Fire**

ACTION: DLEC Short-Term Facility Enhancements: Lease Direction, Space and Improvement Plan, Direction and Funding

PRIORITY

High Priority

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
- Facilities impacts on Police recruitment and retention - Inefficient use of space - Leased building - Use all allocated space - Funding - Determining space needs - Identifying opportunities with the existing building - Lack of locker room space - Decentralized operations: offices spread across two buildings/two blocks - Lack of room to grow technology and civilian staff - Secure parking lot for police vehicles - Partnering with Dubuque Sheriff's Office	- Meeting with Sheriff's Office DECISION: Lease Update - Develop budget proposal for Upgrade Plan for Existing Building – Short Term Improvements BUDGET DECISION: Budget FY27 Funding for Space Needs and Improvement Plan Development - Complete Space Needs and Short Term improvement Plan WORK SESSION: Report on Space Needs and Short Term improvement Plan - Prepare budget for improvements BUDGET DECISION: Budget FY 28 for Improvements	9/25 12/25 12/25 4/26 9/26 10/26 11/26 4/27

Long-Term Space Solution – On the Horizon

Responsibility: **Police**

► **Management in Progress 2025 – 2027 – Mayor and City Council Action Needed**

			Date
1	1. 911 Center Relocation and Staffing: Construction Completion	Dispatch	11/25
1	2. Prepared Live – Paid Version: Implementation	Dispatch	7/26
1	3. Fire Equipment: Funding and Acquisition Fire Boat Delivery	Fire	5/26
1	4. Animal Control Ordinance Update: Adoption	Health	6/26
1	5. Public Safety Answer Point Back-Up New Equipment: Implementation	Dispatch	12/25
1	6. Veterinarian Services Contract: Completion	Health	4/26
	DECISION Budget FY 27		
1	7. Law Enforcement Mental Health and Wellness Check-Ins	Police	
	a. Funding DECISION Budget FY 27		4/26
	b. Implementation		12/26

► Management in Progress 2025 – 2027			Date
1	1. Traffic and Security Cameras Deployment: Implementation and Upgrade, Fiber Project (APRA Funding) a. Construction b. SCADA	Engineering	6/26 9/26
1	2. Diversity Equity and Inclusion Loop, Departmental Action Plans	Human Rights	4/26
1	3. New LPR Cameras: Installation	Police	6/26
1	4. New CAD Computer System Implementation: Completion	Police	11/26
1	5. Police Radios Upgrade Implementation: Completion	Police	12/25
1	6. Community Risk Reduction (AED Program (slips and falls, mental health response, elderly resources) Implementation	Fire	6/26
1	7. Public Health Preparedness Emergency Response Plan Update: Completion	Health	6/26
1	8. Fire Explorer Post: Creation	Fire	7/25

► Major Projects 2025 – 2027			Date
1	1. Fire Stations (6) Improvement Projects a. HVAC b. Bunk Room Remodel (Multi-Year) c. Fire Administration Office Update	Fire	12/25 2026- 2028 12/26
1	2. Crescent Community Health Building/Services Expansion a. Clean Site b. Final Design Completion	Health	6/26 6/26

GOAL 2	FINANCIALLY RESPONSIBLE, HIGH-PERFORMANCE CITY ORGANIZATION: SUSTAINABLE AND EFFECTIVE SERVICE DELIVERY
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**ACTION: Comprehensive City Buildings and Facilities
Inventory, Condition Assessment and
Maintenance/Upgrade/ Replacement Plan: Budget
Proposal, Direction, Funding and Initial Actions**

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Identification and proper classification of all city buildings including energy usage data from Energy Star Portfolio • Identification of the system/ software/ process for updating/tracking city buildings. Potential for exploration in current city RMS systems to include future expansion for business use permitting. Provide a proposal for direction and support of next step. • Implementation of an internal building safety inspection program to stabilize current conditions and standardize process across all departments. • Assess current individual department oversight of city facilities, maintenance and repairs or expanding of city facilities under one common division/branch with cost savings analysis. • Evaluate opportunity to conduct a needs assessment/ review of citywide facilities program/ branch under appropriate department(s) • Create citywide master plan of priority/ common systems for efficiency in bidding or strategy in budget process/ CIP coordination	1. Complete City Facilities Final Inventory 2. Identify Staff leadership and Responsibilities 3. DECISION: Budget FY 27 Funding for Condition and Needs Assessment and Methodology 4. Determine future direction of citywide building maintenance 5. Decision on oversight and support/ funding 6. Create and obtain approval of standardized safety inspection program 7. Develop and issue RFP 8. Prepare budget request for 3rd party needs assessment 9. DECISION: Award Contract for Study/Report 10. DECISION: Budget FY 28 Funding 11. Complete Study/Report 12. WORK SESSION: Report presentation, discussion	10/25 10/25 4/26 6/26 9/26 12/26 11/26 12/26 1/27 4/27 6/28 7/28

Responsibility: **Engineering**

ACTION: Community Survey: Scope and Completion

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Key metrics - Success measures • Benchmark communities • Costs • Funding • Diverse input • Department action plans • Meaningful input from our community – beyond “noise”	1. Define scope of services and products 2. Hire consultation 3. Finalize survey including our questions 4. Complete survey 5. Prepare report 6. WORK SESSION: Survey Presentation and Discussion	12/25 1/26 2/26 3/26 5/26 5/26

Responsibility: **Assistant City Manager**

► Management in Progress 2025 – 2027 – Mayor and City Council Action Needed			Date
2	1. City Legislative Advocacy Agenda and Action Plan 2026	CMO	1/26
2	2. Federal Legislative Advocacy Agenda and Action Plan 2026	CMO	1/26
2	3. Enterprise Asset Management System and Work Order System	IT/Engineering	
	a. Software Funding DECISION Budget FY 27		4/26
	b. RFQ		1/26/
	c. Consultant Contract : Decision Award		4/26
2	4. City Hall and Annex Project:	Engineering	
	a. Design		6/26
	b. Finding for Completion		4/26
2	5. Federal Building Upgrade Project:	Engineering	
	a. Contract Award		4/26
	b. HVAC		12/27
2.	6. City Facility Integrated Access Control: :	Engineering	
	a. Funding		4/26
	b. Completion		6/27
2.	7. Departmental Safety Program: DECISION Budget FY27 Request for OSHA Compliance	Finance	4/26

► Management in Progress 2025 – 2027			Date
2	1. Organizational Culture Continuous Improvement: Exit Interviews Implementation	HR	6/27
2	2. ERP Software Implementation	Finance	1/26
	a. Employee Expense		1/26
	b. Employee Self-Services		
2	3. HRIS Implementation	HR	10/25
	a. Selection		12/26
	b. Implementation		
2.	4. City Bond Rating: Updated Credit Rating Spring 2026 and Bond Sale	Finance	4/27
2	5. Adopt-A-Spot/Volunteer Management Hub Site GIS Application: Hubsite	IT	11/26
2	6. Multicultural Family Center Management and Staffing: Review and Update Report	OEM	4/26
2	7. Succession Plan for Intergovernmental Relations Position: Selection and Onboard	CMO	11/25
2	8. Website ADA Compliance: Completion	Communications	4/26

► Major Projects 2025 – 2027			Date
2	1. Multicultural Family Center Project: Elevator	Engineering	1/26
2	2. City Data Center Project– Phase 2: DECISION Budget FY27	IT	4/26

GOAL 3	ROBUST LOCAL ECONOMY: DIVERSE BUSINESSES AND JOBS WITH ECONOMIC PROSPERITY
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ACTION: Air Service Future Strategy and Action Plan to Sustain and to Expand: Funding Mechanism for Entire Year, Regional Community Partners, Community Education - Necessity for the Future

PRIORITY

Top Priority

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Sustaining commercial air service • Funding • City role • Community partners • Regional participation • Government partners	1. Identify funding mechanisms for current fiscal year 2. DECISION: Funding Direction for Current Fiscal Year 3. Develop regional community partnerships 4. Develop community education materials and initiate activities 5. Federal Government Advocacy	10/25 10/25 4/26 4/26 Ongoing

Responsibility: **DBQ Airport**

**ACTION: Central Avenue Revitalization Plan Development:
Final Design, Streetscape Implementation, City
Actions and Funding**

PRIORITY

High Priority

Key Issues

- Funding
- Project priority
- Project phasing
- Streetscape furniture
- Managing neighborhood expectations
- Informing the neighborhood
- Traffic safety
- Potential partners
- Supporting business development and expansion
- Grant applications
- Activating spaces – attracting people
- Parking challenges
- Supporting residential development
- Support filling storefronts
- Support building rehabilitation
- Working with developers – small and large
- Partnering with Dubuque Main Street and Dubuque Initiatives

Activities/Milestones

Time

A. Construction/Traffic

- | | |
|---|-------|
| 1. DECISION: Award Contract for Design | 12/25 |
| 2. Complete Design | 5/26 |
| 3. DECISION: Property Acquisition | TBD |
| 4. Complete property acquisition for parking creation | 7/26 |
| 5. Complete paving | 9/26 |

B. Business Development

- | | |
|---|-------------|
| 1. Consultant speaking with property owners and business owners | 10/25 |
| 2. Conduct quarterly coaching sessions for businesses | 12/25-12/26 |

C. Housing Creation

- | | |
|------------------------------------|-----|
| 1. DECISION: Grant Approval | TDB |
|------------------------------------|-----|

D. Redevelopment Opportunities

- | | |
|-----------------------------------|---------|
| 1. Meet with potential developers | Ongoing |
|-----------------------------------|---------|

Responsibility: **Economic Development**

**ACTION: Comprehensive Sports Tourism Strategy:
Development and Direction**

PRIORITY

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Goals • Current sports tourism efforts and activities • Best practices – successful communities • Reason for community failures • Potential partners • Prior reports and study • Sport Tourism market • Sports – which ones • City role • Partners roles • Funding	1. Review previous reports/studies 2. Research successful sport tourism destinations and failures 3. Review current and future market/market analysis 4. Link to discussions on Parks and Recreation Master Plan and Sports Complex 5. Review “Field of Dreams” project and plans 6. Prepare comprehensive Report with Findings and Options 7. BUDGET DECISION: Budget FY 27 Presentation, Discussion, Direction and Path Forward	1/26 1/26 1/26 2/26 2/26 3/26 4/26

Responsibility: **Economic Development/Parks and Recreation**

► Management in Progress 2025 – 2027 – Mayor and City Council Action Needed

			Date
3	1. Business Incentives Policy/Processes: Review and Refinement	Econ Dev	1/26
3	2. Comprehensive Hotel Attraction/Incentive Policy and Strategy –Port and Rehabilitation: Direction and Implementation	Econ Dev	3/26
3	3. Port New Hotel Development: City Actions	Econ Dev	1/26
3	4. Chaplain Schmitt Island Development: Hotel Project Development	Econ Dev	12/25
3	5. River Boat Docking Project: Alternative Docking Location	Engineering	1/26

► Management in Progress 2025 – 2027

			Date
3	1. Office of Economic Mobility/Poverty Reduction Plan: Temporary Position Plan Update.	OEM	12/25 9/26
3	2. Field of Dreams: Next Steps for City a. Hotel Development Agreement(s) b. Update Report	Econ Dev	Ongoing 6/26
3	3. MWBE Procurement Policy: Completion	Finance	1/26
3	4. Electronic Bidding Software: Implementation	Finance	11/25

GOAL 4	LIVABLE NEIGHBORHOODS AND HOUSING: GREAT PLACE TO LIVE
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**ACTION: Downtown Master Plan Update: Scope, Direction,
Funding and Initial Planning Process**

PRIORITY

High Priority

Key Issues

- Old Plan
- University of Dubuque Medical College development
- Scope of project
- Cost of project
- Funding for project
- Housing Action Plan incentives for upper floor development
- Vacant and abandoned buildings
- Working with property owners
- Working with businesses
- Working with the Dubuque community
- Community engagement

Activities/Milestones

1. Define scope of Master Plan and determine costs
2. Develop budget proposal
3. **BUDGET DECISION; Budget FY 27 Funding for Downtown Master Plan Update**
4. Issue RFP
5. **DECISION: Award Contract for Downtown Master Plan Update**
6. Complete research
7. Prepare final draft Downtown Master Plan Update
8. **WORK SESSION: Downtown Master Plan Update presentation and discussion**
9. **DECISION: Downtown Master Plan Update ADOPTION**

Time

10/25
11/25
4/26

7/26
8/26

Early 27
Early 27
Early 27

Early 27

Responsibility: **Planning**

ACTION: Infill Development Strategy and Policy: Code Update

PRIORITY

Key Issues

- Increasing demands for incentives
- Lack of funding for Infill Housing Incentives
- Infrastructure condition/capacity
- Connectivity and road capacity
- Topography
- Vacant buildings – conversion to residential

Activities/Milestones

1. Market Housing Incentive
2. Prepare Land Use Analysis
3. Identify vacant infill sites
4. Complete UDC update
5. **DECISION: Unified Development Code Amendments Approval**

Time

Ongoing
6/25
6/25
3/26
5/26

Responsibility: **Planning**

► **Management in Progress 2025 – 2027 – Mayor and City Council Action Needed**

			Date
4	1. Unified Development Code: Completion and Adoption	Planning	5/26
4	2. Historic Millworks District Development: Update Report	Econ Dev	1/26

► **Management in Progress 2025 – 2027**

			Date
4	1. Neighborhood Associations Development: Activation/Expansion: DECISION Budget FY 26	OEM	4/26
4	2. Terminus for all Permits, Data Governance and Storage: Completion	Housing & CD	6/26
4	3. Permitting and Inspection Software Implementation: Completion	Housing & CD	6/26
4	4. New Housing Development Support: Status Update Report	Planning	Quarterly

GOAL 5	SUSTAINABLE ENVIRONMENT: PRESERVING AND ENHANCING NATURAL RESOURCES
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**ACTION: Sanitary Sewer Investment Projects Implementation:
Direction, Funding and Project Completion**

PRIORITY

Top Priority

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Project costs • Funding • Linked to align of Julien Dubuque Bridge • Relocation: 2029-2030 • Link to South Port development	A. 42-inch Diameter Sanitary Sewer Force Main Stabilization Project (USACE Partnership) 1. Complete easement acquisition 2. DECISION: Amendment to Agreement B. Cedar Lift Station and Force Main C. Terminal Lift Station and Force Main 1. Prepare options 2. BUDGET DECISION: Budget FY 28 Funding for Options Analysis D. Schmitt Sanitary Sewer Project 1. Prepare budget proposal for additional funding for construction 2. BUDGET DECISION: Budget FY 27 Funding 3. DECISION: Award Contract for Construction 4. Complete construction	TBD TBD OTH 6/26 4/27 10/25 4/26 11/26 12/27

Responsibility: **Engineering**

**ACTION: Sanitary Sewer Investment Projects Implementation:
Direction, Funding and Project Completion
[Continued]**

PRIORITY

Top Priority

Key Issues

Activities/Milestones

Time

E. Cooper Place/Maiden Lane Project

- | | |
|---|-------|
| 1. Prepare budget request | 10/25 |
| 2. BUDGET DECISION:
Budget FY 27 Funding | 4/26 |

F. Harvard Street Project

- | | |
|---|-------|
| 1. Prepare budget request | 10/25 |
| 2. BUDGET DECISION:
Budget FY 27 Funding | 4/26 |

G. Hempstead Street Project

- | | |
|---|-------|
| 1. Prepare budget request | 10/25 |
| 2. BUDGET DECISION:
Budget FY 27 Funding | 4/26 |

H. Grove Terrace Project

- | | |
|---|-------|
| 1. Prepare budget request | 10/25 |
| 2. BUDGET DECISION:
Budget FY 27 Funding | 4/26 |

I. Sanitary Sewer Consent Decree (expires 2026)

- | | |
|----------------------|-----|
| 1. Request extension | TBD |
|----------------------|-----|

J. Catfish Creek Sanitary Sewer Project

- | | |
|--|-------|
| 1. Catfish Creek Sanitary Sewer Project Station – Phase 1 and Phase 2: Construction Completion | 12/26 |
| 2. Catfish Creek Sanitary Sewer Project Station: Phase 3 and Phase 4 | |
| a. Design Completion | 12/26 |
| b. Construction Completion | 12/28 |

Responsibility: **Engineering**

ACTION: Stormwater Management Investments
Implementation: Direction, Funding and Project Completion

PRIORITY

Top Priority

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
- Chronic flooding problems - Number of detention pond/basins (80+) - Basin maintenance costs: - Privately owned ponds/basins - Compliance - Staff capacity - Construction delays - Project costs - Coordination with lead service lines - Funding - Federal Advocacy	A. Bee Branch Gate and Pump Project - Complete construction B. Kaufman Storm Sewer Project - Prepare budget request (5 year) BUDGET DECISION: Budget FY 27 Funding C. 17th / Locust Stormwater Project - Prepare budget request BUDGET DECISION: Budget FY 27 Funding D. Detention Pond Maintenance - Prepare budget request BUDGET DECISION: Budget FY 27 Funding E. Stormwater Management Program – Individual Neighborhood Situations - Prepare \$200,000 budget request – 5 year program BUDGET DECISION: Budget FY 27 Funding F. 17th /Elm Street Stormwater Project - Prepare budget request BUDGET DECISION: Budget FY 27 Funding	2026 10/25 4/26 10/25 4/26 10/25 4/26 10/25 4/26

Responsibility: **Engineering**

**ACTION: Water Resource and Recovery Center Upgrades;
Short- Term Action Plan, Direction, Funding and
Actions to Improve Processes and Odor Reduction**

PRIORITY

High Priority

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Odor complaints • Major explosion recovery • Digester cleaning • Odor monitoring • New equipment • Funding • Digestive gas cleaning • Future facility plan	A. Chemical Dosing Analysis (hydrogen peroxide and ferric chloride) 1. Continuing all dosing analysis 2. Continuing final dosing plan B. Digester Cleaning 1. Complete cleaning Digester #4 2. Complete cleaning Digester #3 C. Odor Monitoring (E-Noses) 1. Select and purchase odor detection equipment 2. Deploy/install equipment D. Process Monitoring 3. Complete monitoring needs analysis 4. DECISION: Funding for Monitoring Equipment 5. Full implementation E. Digestive Gas Cleaning Media Changeout 1. Purchase and install new media	6/26 9/26 5/26 11/26 12/25 4/26 12/25 4/26 8/26 12/25

Responsibility: **WRRC**

**ACTION: Water Resource and Recovery Center Upgrades;
Short- Term Action Plan, Direction, Funding and
Actions to Improve Processes and Odor Reduction
[Continuation]**

PRIORITY

High Priority

Key Issues

Activities/Milestones

Time

**F. Facility Plan
Development**

- | | |
|--|-------|
| 1. Initiate full facility plan effort | 11/25 |
| 2. DECISION: Additional
Funding for process odor
mitigation | 4/26 |
| 3. Complete Facility Plan | 12/27 |

Responsibility: **WRRC**

► **Management in Progress 2025 – 2027 – Mayor and City Council Action Needed**

			DATE
5	1. Sewer System Infrastructure Asset Master Plan: Development and Adoption	Engineering	6/26
5	2. Emerald Ash Borer: Funding for Planting, and Stump Removal Removal/Sidewalk Replacement DECISION Budget FY 27	Parks & Rec	4/26
5	3. Alley Inspection and Maintenance Performance Evaluation Staffing: DECISION Budget FY 27	Engineering	4/26
5	4. High Strength Waste Receiving & Storage Project:	WRRC	
	a. Funding		4/26
	b. Construction		7/27

► **Management in Progress 2025 – 2027**

			DATE
5	1. Trees Planting Program Enhancement: Update Report (Planting: 5,280 trees)	Park & Rec	4/26
5	2. Water Resource Recovery Plant – Odor Abatement Implementation: Update Report	WRRC	4/26
5	3. Electric Bus Implementation: Acquisition (1) Bus and Charging Station Completion	Transportation	12/25
5	4. Consumer Confidence Report 2025: Publication	Water	^/26
5	5. HVAC Mini-split System Installation: Completion	WRRC	4/26
5	6. Fats, Oils, and Grease Program: Review	WRRC	1/26
5	7. WRRC State Certified Lab Expanding the Testing Capability: Completion	WRRC	3/26
5	8. WRRC Explosion Recovery: Completion	WRRC	12/28

► **Major Projects 2025 – 2027**

			DATE
5	1. SCADA Overhaul Water: Completion	Water	9/26
5	2. Lead Water Lines Replacement: Phase 1 Completion	Water	12/25
5	3. Auburn and Custer Water Main, Sanitary Sewer, Street Reconstruction Project: Construction Completion	Engineering	8/26
5	4. Green Alley Project - 15th Street to 17 th Street Between Iowa Street and Central Avenue: Construction Completion	Engineering	12/25
5	5. Advancing New Deep Well No. 11 (as part of PFAS Remediation Plan): Completion	Water	6/28
5	6. North Cascade/Southwest Arterial Water/Sewer Main Extension from Edval Lane to North. English Mill Road): Construction Completion	Water	7/26
5	7. City-Wide Fiber Project – Water Department Pump, Stations, Tanks and Towers: Completion	Water	9/26
5	8. Deep Well No. 7 Rehabilitation: Completion	Water	12/25
5	9. Creek Crossing Restoration Project: Construction Completion	Water	10/25
5	10. Rockdale Road Stormwater Project: DECISION CIP Funding Request	Engineering	4/26

GOAL 6	CONNECTED COMMUNITY: EQUITABLE TRANSPORTATION, TECHNOLOGY INFRASTRUCTURE, AND MOBILITY
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**ACTION: Street Maintenance/Rehabilitation Program:
Direction and Funding**

PRIORITY

Top Priority

Key Issues

- Condition of underground utilities
- Rehab vs Maintenance Policy
- Concrete vs paving
- Funding assessments
- Funding street projects
- Predictive modeling of assessment
- Staff capacity
- Cross departmental collaboration
- Broadening funding sources for street
- Project alignment
- Beyond paving streets

Activities/Milestones

1. Prepare Report on pavement type: rehabilitative vs. preventive maintenance policy
2. **WORK SESSION: Pavement Report Presentation, Discussion and Direction**
3. **DECISION: Pavement Policy**
4. **BUDGET DECISION: Budget FY 27 Funding for:**
 - a. Street Assessment
 - b. Sign Assessment and Staffing
 - c. Light Assessment

Time

2/26

3/26

4/26

4/26

Responsibility: **Public Works**

**ACTION: East-West Corridor/Roundabout Projects:
Direction and Funding Mechanism**

PRIORITY

High Priority

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Cost of project: \$15+ million • Funding • MPO funding committed for Highway 20/Northwest Arterial through 2029/2030 • Cost of property acquisition • Desire of property owners – direction and actions on this project • Property owners looking to the City for direction and timing	1. Complete property appraisal (1) 2. Complete Preliminary Design 3. Complete Environmental Assessment (including public hearings) 4. BUDGET DECISION: Budget FY 27 Funding for Property Acquisition 5. Complete property acquisition (15) 6. Complete Final Design 7. Begin construction	12/25 3/26 3/26 4/26 TBD TBD TBD

Responsibility: **Engineering**

► **Management in Progress 2025 – 2027 – Mayor and City Council Action Needed**

- | | | |
|---|--|-------------|
| 6 | 1. STREETS Program: Funding and Implementation
a. Phase 1 – Arterials Completion
b. Phase 2 – Downtown Initiated | Engineering |
|---|--|-------------|

DATE
10/26
12/27

► **Management in Progress 2025 – 2027**

- | | | |
|---|--|----------------|
| 6 | 1. The Jule New Electric Vehicles: Acquisition | Transportation |
| 6 | 2. The Jule Grant Funding FTA Study: Completion | Transportation |
| 6 | 3. Parking System and Technology Upgrade: Installation | Transportation |
| 6 | 4. Smart Parking and Mobility Study: Implementation | Engineering |
| | a. Parking Implementation | |
| | b. Mobility Implementation | |

DATE
12/27
10/26
10/26
10/26
12/27

► Major Projects 2025 – 2027			DATE
6	1. Highway 20/Northwest Arterial Intersection Project: Design Completion (IDOT Funding)	Engineering	TBD
6	2. 14 th Street Railroad Overpass and 16 th Street Corridor Complete Streets Improvements: Project Completion	Engineering	
	a. Preliminary Design		6/26
	b. NEPA		6/26
6	3. SW Arterial ITS Project: Construction Completion	Engineering	
	a. Bid		3/26
	b. Construction		12/26
6	4. Connection to Data Center Project: Construction Completion	Engineering	12/26
6	5. Taxiway Alpha Construction Project: Completion	Airport	
	a. Phase 2: Completion		12/25
	b. Phase 3 Completion		12/26
6	6. General Aviation Apron Reconstruction Project: Construction Phase 2 Completion	Airport	12/26
6	7. Chaplain Schmitt Federal Community Project Trail Grant Project: Construction and Audit	Engineering	12/25
6	8. Wildwood Drive Bridge Replacement:	Engineering	
	a. Design		3/26
	b. Bid		3/26
	c. Construction		12/26
6	9. Relocation of Fiber Optics on Bridge (Highway 20)	Engineering	12/26

GOAL 7	DIVERSE ARTS, CULTURE, PARKS AND RECREATION: EXPERIENCES AND ACTIVITIES
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ACTION: Sports Complex Development: Concept, City Role, Potential Private Partner, Funding Mechanism and Direction

PRIORITY

Top Priority

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Private partner(s) • Community partner(s) • Sports Complex definition/clarity of purpose • Limited space/location options • Best practices • Amenities • Costs • Funding mechanism • Potential referendum • Community engagement • City role • Link to Parks and Recreation Master Plan implementation	1. Review previous reports and cost estimates 2. Define scope of project, potential partners and prepare budget proposal 3. DECISION: Sports Complex Presentation, Discussion, Direction and Path Forward	12/25 2/26 4/26

Responsibility: **Parks and Recreation**

ACTION: Parks and Recreation Master Plan Adoption and Implementation: Finalization, Adoption, Projects Direction/Priority, Funding and Initiation of Project: (Including Park Maintenance Plan)

PRIORITY

High Priority

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Projects	1. Draft Master Plan	11/25
• Project Priorities – Short-term and Long-term	2. Parks and Rec Commission: Review	12/25
• Parks Maintenance Plan	3. WORK SESSION: Parks and Recreation Master Plan Presentation and Discussion	1/26
• Eagle Point Park Long-term Action Plan	4. DECISION: Parks and Recreation Master Plan Adoption and Initial Short Term Investment Priorities	2/26
• Funding	5. BUDGET DECISION: Budget FY 27 Initial Short Term Priorities Funding	4/26
• Potential Partners	6. Develop Long-term investment project priority recommendations	2026
• Link to Sports Complex	7. WORK SESSION: Parks and Recreation Master Plan Implementation Long-term Investment Priorities	2026
• Link to Sports Tourism		

Responsibility: **Parks and Recreation**

**ACTION: Chaplain Schmitt Island Development – Next Phase:
Next Steps (beyond Amphitheater)**

PRIORITY

High Priority

Key Issues

- Infrastructure projects
- Project priority
- Project funding
- Keeping the momentum going
- Signage
- Visual appeal

Activities/Milestones

1. Prepare CIP request for Water Main Loop
2. **DECISION: CIP Funding for Water Main Loop**
3. **BUDGET DECISION: Budget FY 2027 for:**
 - a. Island Connector Trail
 - b. 2nd Ice Sheet
 - c. Environmental Restoration

 - d. Landscaping
 - e. Entrance Sign
 - f. Campground Entrance Sign
 - g. Stormwater Rehabilitation

Time

12/25

4/26

4/26

Responsibility: **Parks and Recreation**

► **Management in Progress 2025 – 2027 – Mayor and City Council Action Needed**

			DATE
7	1. Comiskey Park Upgrades – Phase 2 Parking and Amenities: a. DECISION: Bid Award b. Construction	Parks & Rec	12/26 5/26
7	2. Historic Millwork District Park Plan: a. Plan Completed b. DECISION Budget FY 28 Request	Planning	6/26 4/27
7	3. Eagle Point Park Historic Structures Assessment: Completion a. DECISION Budget FY 27 Request b. Report Completion	Parks & Rec	4/26 12/27

► **Management in Progress 2025 – 2027**

			DATE
7	1. Cultural Experiences and Programming	OEM	4/26
7	2. Friends of Eagle Point Park: Creation	Parks & Rec	9/26
7	3. Eagle Point Park Fall Clean-up: Completion	Parks & Rec	11/25

► **Major Projects 2025 – 2027**

			DATE
7	1. Jackson Park Restrooms: Completion	Parks & Rec	12/27
7	2. ImOn Ice Arena – Dehumidification: Construction	Engineering	10/25
7	3. Rustic Point Park: Completion	Parks & Rec	9/26
7	4. South Pointe Park: Completion	Parks & Rec	12/25
7	5. Eagle Point Park Water Tower Deconstruction	Parks & Rec	11/25
7	6. Chaplain Schmitt Island Amphitheater Development: Construction Completion and First Concert	Engineering	4/26

Policy Calendar 2025 – 2027

MONTH

October 2025

1. **DECISION: Air Service Funding Direction for Current Fiscal Year**

2.

3.

4.

5.

MONTH

November 2025

1.

2.

3.

4.

5.

MONTH

December 2025

1. **DECISION: DLEC Lease Update**

2. **WORK SESSION: Report of Fire Staffing Models presentation, discussion and initial direction**

3. **DECISION: Award Contract for Central Avenue Design**

- 4.

- 5.

MONTH

January 2026

1. **STATE LEGISLATIVE TOPIC -Police Academies**

2. **WORK SESSION: Parks and Recreation Master Plan Presentation and Discussion**

- 3.

- 4.

- 5.

MONTH

February 2026

1.

2.

3.

4.

5.

MONTH

March 2026

1. **REPORT: Police Hiring and Recruitment (during Budget Presentation)**
2. **WORK SESSION: Pavement Report Presentation, Discussion and Direction**
- 3.
- 4.
- 5.

MONTH

April 2026

1. **BUDGET DECISION: Budget FY27 Funding for:**
 - a. Police Space Needs and Improvement Plan Development
 - b. Fire Improvement Package
 - c. Veterinarian Services Contract
 - d. Law Enforcement Mental Health and Wellness Check-Ins
 - e. Funding for City Buildings and Facilities Condition and Needs Assessment and Methodology
 - f. Departmental Safety Program (OSHA Compliance)
 - g. Enterprise Asset Management System and Work Order System
 - h. City Data Center Project– Phase 2
 - i. Downtown Master Plan Update
 - j. Neighborhood Associations Development: Activation/Expansion
 - k. WRRC Monitoring Equipment
 - l. WRRC Additional Funding for Process Odor Mitigation
 - m. Emerald Ash Borer: Funding for Planting, Stump Removal/Sidewalk Replacement
 - n. Alley Inspection and Maintenance Performance Evaluation Staffing:
 - o. Rockdale Road Stormwater Project:\
 - p. Streets\ Assessment, Sign Assessment and Staffing, Light Assessment
 - q. East-West Corridor Property Acquisition
 - r. Chaplain Schmitt Island Projects: Island Connector Trail; 2nd Ice Sheet; Environmental Restoration
 - s. Parks Master Plan Initial Short Term Priorities
 - t. Eagle Point Park Historic Structures Assessment: Completion

2. **BUDGET DECISION: Budget FY for Stormwater Projects**
 - a. Kaufman Storm Sewer Project
 - b. 17th / Locust Stormwater Project
 - c. Detention Pond Maintenance
 - d. Stormwater Management Program – Individual Neighborhood Situations
 - e. 17th /Elm Street Stormwater Project

3. **BUDGET DECISION: Budget FY for Sanitary Sewer Projects**
 - a. **42-inch Diameter Sanitary Sewer Force Main Stabilization Project (USACE Partnership)**
 - b. **Terminal Lift Station and Force Main**
 - c. **Schmitt Sanitary Sewer Project**
 - d. **Cooper Place/Maiden Lane Project**
 - e. **Harvard Street Project**
 - f. **Hempstead Street Project**
 - g. **Grove Terrace Project**

4. **BUDGET DECISION: Budget FY 27 Sports Tourism Presentation, Discussion, Direction and Path Forward**

5. **BUDGET DECISION: Budget FY 27 Sports Complex Presentation, Discussion, Direction and Path Forward**

6. **DECISION: Pavement Policy**

7.

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MONTH

May 2026

1. **WORK SESSION: Community Survey Presentation and Discussion**
2. **DECISION: Unified Development Code Amendments Approval**
- 3.
- 4.
- 5.

MONTH

June 2026

1.

2.

3.

4.

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MONTH

July 2026

1.

2.

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5.

MONTH

August 2026

1. **DECISION: Award Contract for Downtown Master Plan Update**
- 2.
- 3.
- 4.
- 5.

MONTH

September 2026

1.

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MONTH

October 2026

1. **WORK SESSION: Report on Police Space Needs and Short Term improvement Plan**

2.

3.

4.

5.

MONTH

November 2026

1. **WORK SESSION: Fire Station Feasibility and Condition Study presentation, discussion and direction**
- 2.
- 3.
- 4.
- 5.

MONTH

December 2026

1. **DECISION: Comiskey Park Upgrade Bid Award**

2.

3.

4.

5.

SECTION 4

DUBUQUE VISION 2040 GUIDE FOR OUR FUTURE [Working Document]

Dubuque Vision 2040

Current Vision for Dubuque's Future

**DUBUQUE 2040 is a *SUSTAINABLE AND RESILIENT CITY*^(A),
an *INCLUSIVE AND EQUITABLE COMMUNITY*^(B)
where *ALL* are welcome.**

**DUBUQUE 2040 has preserved our
MASTERPIECE ON THE MISSISSIPPI^(C),
has a *STRONG DIVERSE ECONOMY*^(D)
and *EXPANDING CONNECTIVITY*^(E).**

**DUBUQUE 2040 – Our residents
EXPERIENCE HEALTHY LIVING AND ACTIVE LIFE STYLE^(F),
have choice of
QUALITY AFFORDABLE LIVABLE NEIGHBORHOODS^(G),
have an
ABUNDANCE OF DIVERSE FUN THINGS TO DO^(H)
and are
*SUCCESSFULLY AND ACTIVELY ENGAGED
IN THE COMMUNITY*^(I).**

PRINCIPLE A SUSTAINABLE AND RESILIENT CITY

»» Means		PRIORITY
1. Policies and practices that support Environmental/Ecological Integrity, Social/Cultural Vibrancy and Economic Prosperity to create a viable, livable and equitable community		
2. Achieved 50% Goal in Greenhouse Gas Reduction through energy conservation and active use of alternative energy solutions, including use of hydropower, waste to energy, use of methane gas and use of solar		
3. Resilient city of choice to work, live, and play		
4. New construction encouraged to be designed with green principles and national certifications		
5. Resilient housing and neighborhoods		
6. Giving personal information on what they use, what they need, what they want, what they need to do to save resources		
7. Having and using data and other tools to make data-driven decisions the support community sustainability and resiliency		
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PRINCIPLE A SUSTAINABLE AND RESILIENT CITY

»» Means		PRIORITY
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PRINCIPLE B INCLUSIVE AND EQUITABLE COMMUNITY

»» Means		PRIORITY
1. Recognized as an inclusive and equitable community		
2. Successfully overcoming racial bias and have become a truly equitable and welcoming community of choice		
3. Human and civil rights as a cornerstone for actions in the Dubuque community		
4. Community support and engaged actively for culture, arts and museums		
5. Ongoing conversations with diverse groups of residents to understand needs and take active responses		
6. Increasingly diverse and welcoming community		
7. Equitable access to community assets and human services programs		
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PRINCIPLE B INCLUSIVE AND EQUITABLE COMMUNITY

» Means	PRIORITY	
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PRINCIPLE C MASTERPIECE ON THE MISSISSIPPI

»» Means		PRIORITY
1. Downtown and Riverfront – a destination and source of pride for residents and tourists		
2. Redevelopment of Chaplain Schmitt Island following the currently adopted Master Plan, including the approved docking facilities, kayaking opportunities, amphitheater/indoor facility with a variety of programs and activities, boardwalk around the island for walking and biking, restaurants, etc.		
3. Revitalized, vibrant and preserved historic buildings and neighborhoods, including Historic Millwork District		
4. Trail connectivity along the entire Riverfront, including a bridge over the flood wall gate		
5. Beautiful gateways, entrances and streetscapes, especially the north entrances		
6. Natural resources preserved and the environment protected		
7. Redevelopment of South Port as an exciting community destination following the currently adopted Master Plan, including the buried easy access, condos, restaurants and entertainment venues, dog park, flood wall, opportunities to experience a "working port", etc.		
8. Recognized as a “designated port” including capacity for containers		
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PRINCIPLE C MASTERPIECE ON THE MISSISSIPPI

» Means	PRIORITY	
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PRINCIPLE D STRONG DIVERSE ECONOMY

»» Means		PRIORITY
1. Multiple “economic engines” – manufacturing, medical and healthcare, education, retail, technology related, financial, professional services, publishing, “green” industries, etc.		
2. Retaining and growing current businesses and industries		
3. Strong local colleges and universities retaining graduates to meet the employment needs of the Dubuque community		
4. Close the income and employment gaps for black residents		
5. Workforce for 21 st century jobs including skill development opportunities for the underemployed and unemployed		
6. Land available for future industrial and commercial expansion		
7. Support local Black-owned businesses		
8. Strong partnership with GDDC aligned with City vision and goals and economic recovery from COVID-19 pandemic job loss and business challenges		
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PRINCIPLE D STRONG DIVERSE ECONOMY

» Means		PRIORITY
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PRINCIPLE E EXPANDING CONNECTIVITY

»» Means		PRIORITY
1.	Quality air service with choices to major hubs for business and leisure	
2.	State-of-the-art public transportation system responsive to community needs, including on-demand and autonomous vehicles	
3.	Active river port for moving commodities and for tourism, generating city revenues	
4.	Completion of the four-laning of the Southwest Arterial with bike lanes, limited access, attractive streetscape including trees, mix of residential and commercial development	
5.	Four-lane links to Chicago	
6.	State of the art, affordable and locally regulated telecommunication infrastructure and services throughout the city	
7.	Public-private investment in fiber network expansion	
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PRINCIPLE E EXPANDING CONNECTIVITY

» Means	PRIORITY	
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PRINCIPLE F EXPERIENCE HEALTHY LIVING AND ACTIVE LIFE STYLE

»» Means		PRIORITY
1. Quality, affordable and accessible health, dental, substance abuse and brain health services in Dubuque		
2. Affordable, quality housing options for all stages of life, including green, sustainable homes		
3. Residents walking, biking and using public transportation to work		
4. Residents having access to and taking advantage of opportunities for a healthy life style		
5. Attraction and retention of young adults		
6. Equitable access to healthy, affordable foods – a community without food deserts		
7. People making Dubuque a community of choice and their home		
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PRINCIPLE F EXPERIENCE HEALTHY LIVING AND ACTIVE LIFE STYLE

»» Means		PRIORITY
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PRINCIPLE G QUALITY LIVABLE NEIGHBORHOODS

»» Means		PRIORITY
1. Reimagining City services and investments including Police policies resulting in reduced racial tension and reduced disparate treatment		
2. "Complete Streets" concepts integrated into street design/redesign, neighborhood development/redevelopment, and accommodation of multiple modes of transportation		
3. Reduced concentration of poverty by supporting in existing areas outside and market-rate in existing areas		
4. Residents and visitors safe throughout the community, and actively taking steps to reduce crime and reporting results to increase comfort and confidence of residents		
5. Quality streets and City infrastructure that are well-designed, well-maintained and ADA accessible		
6. Strong sense of neighborhood pride with homeowners, landlords, and tenants taking responsibility for appearance and safety		
7. Housing opportunities that meet market demand and create balance of home ownership and rental properties		
8. Expanded affordable, quality housing options through infill and annexations		
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PRINCIPLE G QUALITY LIVABLE NEIGHBORHOODS

» Means		PRIORITY
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PRINCIPLE H ABUNDANCE OF DIVERSE FUN THINGS TO DO

»» Means		PRIORITY
1. Multi-use trails and pathways throughout the city		
2. Implementation of Chaplain Schmitt Island Master Plan and Port Master Plan		
3. Variety of restaurants and food service options that meet market demands and emphasize local food products		
4. A variety of entertainment and performing arts venues and programs		
5. Community events and festivals for all seasons and a wide range of cultural options		
6. Regional center for museums, culture and arts activities that are supported by the community		
7. Diverse cultural options to expose all residents to the beauty and benefits of diversity in our community		
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PRINCIPLE H ABUNDANCE OF DIVERSE FUN THINGS TO DO

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PRINCIPLE I SUCCESSFULLY AND ACTIVELY ENGAGED IN THE COMMUNITY

» Means		PRIORITY
1. Promoted outreach to engage our diverse community		
2. Residents and businesses well-informed on the City's Vision, plans, programs, employment opportunities and services and the value added to the community		
3. Neighbors engaged actively in neighborhoods and taking responsibility for enhancing neighborhoods and resolving neighborhood conflicts or concerns		
4. Community implementing five (5) principles of “Every Child, Every Promise”, STAR Communities outcomes, Inclusive Dubuque, Imagine Dubuque, etc.		
5. Active participation in City governance including serving on a City board, commission, committee or task force by a diverse group of residents		
6. Residents having confidence and trust in City government		
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PRINCIPLE I SUCCESSFULLY AND ACTIVELY ENGAGED IN THE COMMUNITY

» Means		PRIORITY
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Dubuque Vision 2040

WORKING DRAFT

DUBUQUE 2040 is recognized as a

SAFE COMMUNITY: Feeling Safe Anytime and Anywhere ^(A),

HEALTHY COMMUNITY: Support for Personal Wellness ^(B)

BEAUTIFUL COMMUNITY: Pride in our Appearance ^(C)

LIVABLE COMMUNITY: Choice of Neighborhoods and Housing ^(D)

VIBRANT COMMUNITY: Destinations for Residents and Guests ^(E)

PROSPEROUS COMMUNITY: Thriving Local Economy for All ^(F)

ACTIVE COMMUNITY: Experiences for All ^(G)

CONNECTED COMMUNITY: Dubuque Connected to the World ^(H)

WELCOMING COMMUNITY: Everyone Belongs ^(I)

PRINCIPLE A **SAFE COMMUNITY**

Feeling Safe Anytime and Anywhere

»» Means		PRIORITY
1. Quality public safety services with timely and appropriate response to a call for service		
2. Well-maintained, modernized and well-located public safety facilities		
3. Fully-staffed, well-trained and well-equipped Dispatch, Fire and Police		
4. City and community prepared for, ability to respond to and capacity to recover from a natural disaster or crisis		
5. Community involved as partners in creating a safe community		
6. Active fire prevention programs for businesses, neighborhoods and housing		
7. Expanded use of technology and data to create a safer Dubuque community, including drones and cameras		
8. Police and Fire workforce reflecting Dubuque community demographic		
9. Developments, facilities, parks and trails design and built with safety in mind – Crime Prevention through Environmental Design (CPTED)		
10. Collaboration with School District to have safe school and safe routes to schools		

PRINCIPLE A **SAFE COMMUNITY**
Feeling Safe Anytime and Anywhere

»» Means		PRIORITY
11.	Collaboration with School District to have safe school and to enhance youth safety	
12.	Homes and buildings well maintained meeting and complying with City codes	
13.	Effective animal control and services meeting the needs of our Dubuque community	
14.	Low crime rate – Part 1 and Part 2 with a high solvability rate	
15.	Residents and guests safe throughout the community, and actively taking steps to reduce crime and reporting results to increase comfort and confidence of residents	
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PRINCIPLE B HEALTHY COMMUNITY

Support for Personal Wellness

»» Means		PRIORITY
1. Quality medical and healthcare services access to all		
2. Effective and timely emergency medical services with a high survival rate		
3. Equitable access to healthy, affordable foods – a community without food deserts		
4. Low chronic disease rate		
5. Opportunities to live a active and healthy lifestyle		
6. Recognition as a walkable and bikeable community		
7. Effective services in collaboration with State of Iowa and Dubuque County to address brain health issues – emergency response and long-term programs		
8. Effective community paramedic services provided by the Fire Department		
9. Low drug use rate and programs and services to address abuse available for all		
10. Crescent Community Health with well-designed and well-maintained facility providing services responsive to the needs of our Dubuque community		

PRINCIPLE B HEALTHY COMMUNITY

» Means		PRIORITY
11. Shelters, programs and services to address the needs of our unhoused residents		
12. Quality, affordable and accessible health, dental, substance abuse and brain health services in Dubuque		
13. Residents having access to and taking advantage of opportunities for a healthy life style		
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PRINCIPLE C BEAUTIFUL COMMUNITY

Pride in our Appearance

»» Means		PRIORITY
1. Well-designed, well-maintained and attractive entrances to Dubuque		
2. Well-designed, well-maintained City parks, park venues and park equipment		
3. Attractive and well-maintained Grandview Boulevard - a historic gateway		
4. Well-designed and well-maintained streetscapes, medians and corridors		
5. Preservation of Dubuque's historic buildings and homes		
6. Variety of public art throughout our Dubuque community		
7. Well-maintained and attractive Riverfront, including Chaplain Schmitt Island		
8. Healthy tree canopy throughout our Dubuque community		
9. Distinctive and attractive City buildings and facilities		
10. Buildings and homes complying with City code and an effective enforcement programs		

PRINCIPLE C BEAUTIFUL COMMUNITY
Pride in our Appearance

»» Means		PRIORITY
11. Well-designed, well-maintained commercial buildings and business centers (private sector)		
12. Clean community without litter or graffiti		
13. Native plants and low water use plants		
14. Property owners and homeowners maintaining their properties		
15. Eagle Point Park showcasing Dubuque, well-maintained, history preserved and providing beautiful vistas		
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PRINCIPLE D **LIVABLE COMMUNITY**

Choice of Neighborhoods and Housing

»» Means		PRIORITY
1. Reimagining City services and investments including Police policies resulting in reduced racial tension and reduced disparate treatment		
2. Strong sense of neighborhood pride with homeowners, landlords, and tenants taking responsibility for appearance and safety		
3. Reduced concentration of poverty by supporting in existing areas outside and market-rate in existing areas		
4. Expanded affordable, quality housing options through infill and annexations		
5. Housing opportunities balancing home ownership and rental properties		
6. Neighborhood activities and events that bring neighbors together, to meet and build relations and to share responsibilities for neighborhood success		
7. Property owners and homeowners maintaining their properties		
8. Neighbors welcoming all		
9. Convenient access to neighborhood retail and to neighborhood parks – things to do		
10. Walkable and pedestrian friendly neighborhoods with connected and well-maintained sidewalks and trails		

PRINCIPLE D **LIVABLE COMMUNITY**

Choice of Neighborhoods and Housing

»» Means		PRIORITY
11. Active neighborhood associations working with neighbors and collaborating with the City		
12. "Complete Streets" concepts integrated into street design/redesign, neighborhood development/redevelopment, and accommodation of multiple modes of transportation		
13. Quality streets and City infrastructure that are well-designed, well-maintained and ADA accessible		
14. Older homes remodeled and modernized		
15. Affordable, quality housing options for all stages of life, including green, sustainable homes		
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PRINCIPLE E VIBRANT COMMUNITY

Destinations for Residents and Guests

»» Means		PRIORITY
1. Historic Dubuque Downtown with Medical College, diverse businesses including retail and restaurants, revitalized Five Flags, upper floors with residential opportunities		
2. Champlain Schmitt Island with Amphitheater, hotels, casino, recreational venues connected by trails		
3. Dubuque Riverfront and Port with docking for cruise ships, riverwalk, hotels, casino, conference center, major office space and experience-based businesses		
4. Redeveloped Mall Area with mixed used development incorporating retail businesses, service businesses, variety of residential opportunities and experience-based businesses		
5. Central Avenue Corridor with businesses, variety of residential opportunities and effective traffic management		
6. Field of Dreams with hotels, world-class sport venues and experience-base businesses – a national destination		
7. Eagle Point Park with historic structures, park amenities and venues, pavilion for family celebrations and observation points		
8. Historic Millworks District with residential opportunities, hotels, restaurants, and businesses		
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PRINCIPLE E VIBRANT COMMUNITY
Destinations for Residents and Guests

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PRINCIPLE F PROSPEROUS COMMUNITY

Thriving Local Economy for All

»» Means		PRIORITY
1. Multiple “economic engines” – manufacturing, medical and healthcare, education, retail, technology related, financial, professional services, publishing, “green” industries, etc.		
2. Retaining and growing current businesses and industries		
3. Strong local colleges and universities retaining graduates to meet the employment needs of the Dubuque community		
4. Close the income and unemployment gaps for black residents		
5. Workforce for 21 st century jobs including skill development opportunities for the underemployed and unemployed		
6. Land available with infrastructure capacity for future industrial and commercial expansion		
7. Support local Black-owned businesses		
8. Strong partnership with GDDC aligned with City vision and goals		
9. National and regional sports destination with world-class facilities and fields attracting and retaining tournaments bringing guest to Dubuque		
10. Variety of hotels for major conference center and sport tourism		

PRINCIPLE F PROSPERUOUS COMMUNITY <i>Thriving Local Economy for All</i>
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»» Means	PRIORITY	
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PRINCIPLE G ACTIVE COMMUNITY

Experiences for All

»» Means		PRIORITY
1. Multi-use trails and pathways throughout the city		
2. Implementation of Chaplain Schmitt Island Master Plan and Port Master Plan		
3. Variety of restaurants and food service options that meet market demands and emphasize local food products		
4. Variety of entertainment and performing arts venues and programs		
5. Community events and festivals for all seasons and a wide range of cultural options		
6. Regional center for museums, culture and arts activities that are supported by the community		
7. Diverse cultural options to expose all residents to the beauty and benefits of diversity in our community		
8. Inclusive arts and cultural experiences for all		
9. Modern Library providing programs and services responsive to the needs of Dubuque's diverse community		
10. Indoor recreation and community center(s) providing a variety		

PRINCIPLE G ACTIVE COMMUNITY

Experiences for All

»» Means		PRIORITY
11.	Performing arts venues at Five Flags and Amphitheater providing culturally diverse programs, performances and activities	
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PRINCIPLE H CONNECTED COMMUNITY

Dubuque Connected to the World

» Means		PRIORITY
1. Quality air service with choices to major hubs for business and leisure		
2. State-of-the-art public transportation system responsive to community needs, including on-demand and autonomous vehicles		
3. Active river port for moving commodities and for tourism, generating city revenues		
4. Completion of the four-laning of the Southwest Arterial with bike lanes, limited access, attractive streetscape including trees, mix of residential and commercial development		
5. Four-lane links to Chicago		
6. State of the art, affordable and locally regulated telecommunication infrastructure and services throughout the city		
7. Public-private investment in fiber network expansion		
8. Residents walking, biking and using public transportation to work		
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PRINCIPLE H **CONNECTED COMMUNITY**
Dubuque Connected to the World

» Means	PRIORITY	
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PRINCIPLE I **WELCOMING COMMUNITY** *Everyone Belongs*

»» Means		PRIORITY
1. Promoted outreach to engage our diverse community		
2. Residents and businesses well-informed on the City's Vision, plans, programs, employment opportunities and services and the value added to the community		
3. Neighbors engaged actively in neighborhoods and taking responsibility for enhancing neighborhoods and resolving neighborhood conflicts or concerns		
4. Community implementing five (5) principles of “Every Child, Every Promise”, STAR Communities outcomes, Inclusive Dubuque, Imagine Dubuque, etc.		
5. Active participation in City governance including serving on a City board, commission, committee or task force by a diverse group of residents		
6. Residents having confidence and trust in City government		
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PRINCIPLE I
WELCOMING COMMUNITY
Everyone Belongs

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SECTION 5

DUBUQUE CITY GOVERNMENT: OUR MISSION

Dubuque City Government

Our Mission

**DUBUQUE CITY GOVERNMENT is a *PROGRESSIVE* ^(A)
and *FINANCIALLY SOUND CITY* ^(B)
with *RESIDENTS RECEIVING VALUE FOR THEIR TAX*
DOLLARS ^(C)
and *ACHIEVING GOALS THROUGH PARTNERSHIPS* ^(D)**

**DUBUQUE CITY GOVERNMENT'S MISSION is to
deliver *EXCELLENT MUNICIPAL SERVICES* ^(E) that
SUPPORT URBAN LIVING ^(F),
that *CONTRIBUTE TO AN EQUITABLE, SUSTAINABLE*
CITY ^(G),
PLAN FOR THE COMMUNITY'S FUTURE ^(H)
and *FACILITATE ACCESS TO CRITICAL HUMAN*
SERVICES ^(I).**

PRINCIPLE A

PROGRESSIVE CITY GOVERNMENT

► Means

1. Taking reasonable strategic risks to create a better future for Dubuque.
2. Planning and managing growth and development consistent with the adopted City Vision, Strategic Plan, Imagine Dubuque, Master Plans and other policy documents.
3. Adapting and responsive to changing economic and community needs.
4. Identifying opportunities to create more equitable city and taking timely actions.
5. Supporting people faced with special circumstances and needs.
6. Investing in Dubuque's future.

PRINCIPLE B

FINANCIALLY SOUND CITY GOVERNMENT

► Means

1. Having a diverse and expanding tax base and revenues.
2. Investing in the maintenance and upgrade of City assets: infrastructure and facilities.
3. Having fiscally responsible reserves, debt, and investments.
4. Providing competitive compensation and professional development opportunities for City employees.
5. Leveraging City resources through grants, partnerships and other outside funding sources.
6. Having competitive tax rate and fees to provide the necessary resources to support the defined City services and levels of service.

PRINCIPLE C
RESIDENTS RECEIVING VALUE
FOR THEIR TAX DOLLARS

► **Means**

1. Having customer-friendly employees, facilities and processes.
2. Providing excellent City services, top quality City products and facilities responsive to community needs.
3. Providing equitable and culturally relevant City services.
4. Having a well-trained City staff that proactively solves problems.
5. Effectively using technology to service the residents and stakeholders, to inform the community, to increase productivity and to promote transparency.
6. Departments continually evaluating missions and services to be effective and efficient.
7. Informing residents and stakeholders on City services, programs and financial conditions.

PRINCIPLE D ACHIEVING GOALS THROUGH PARTNERSHIPS

► Means

1. Having residents, community organizations and businesses working with city for a more viable, livable and equitable Dubuque.
2. Having active participation of the business and education community and the positive role they play in Dubuque.
3. Supporting the inclusion of Not-for-Profits, recognizing the leadership and their service role.
4. Stimulating new partnerships to achieve community goals.
5. Actively involving the community in policy and plan development and implementation.
6. Leverage community resources to achieve goals.

PRINCIPLE E

EXCELLENT MUNICIPAL SERVICES

► Means

1. Making the City of Dubuque an equitable employer of choice
2. Being responsive to residents' needs and calls for City services in a timely manner
3. Developing and retaining a highly productive, well-trained workforce that takes pride in service and develops innovations.
4. Having adequate staffing capacity to support defined service levels.
5. Seeking information, listening and learning from the community
6. Developing and using data and metrics to enhance municipal services

PRINCIPLE F

SUPPORT URBAN LIVING

► Means

1. Having a safe community and sense for personal security
2. Providing emergency response.
3. Having safe drinking water.
4. Disposing of wastewater in a safe manner
5. Facilitating safe, quality affordable housing
6. Preventing problems affecting community safety and health.

PRINCIPLE G

CONTRIBUTE TO AN EQUITABLE, SUSTAINABLE CITY

► Means

1. Taking a holistic approach to balancing: environmental/ecological integrity, economic prosperity and social/cultural vibrancy to create a viable, livable and equitable community.
2. Promoting partnering and facilitating a community dialogue and encouraging community actions to support equity and sustainability in Dubuque.
3. Incorporating equity and sustainability into the City's corporate and community culture, daily operations, service delivery, facilities and buildings.
4. Partnering to save businesses and individuals money, create jobs, contribute to local and national energy independence, create an international brand for the community, help recruit businesses and workforce, create a recruitment tool for the colleges, bolster Dubuque's convention and tourism businesses and accelerate local business growth.
5. Becoming a smarter city with information available for residents to make decisions of how they use precious resources.
6. Serving as a leader on equity and sustainability – a model for other cities, other organizations and businesses.

PRINCIPLE H

PLAN FOR THE COMMUNITY'S FUTURE

► Means

1. Planning to create an environmentally sustainable and livable community for future generations.
2. Supporting strategic annexations and pre-annexations opportunities.
3. Planning for redevelopment and revitalizations.
4. Promoting economic expansion.
5. Supporting a high quality of life.
6. Regulating land uses.

PRINCIPLE I

FACILITATE ACCESS TO CRITICAL HUMAN SERVICES

► Means

1. Having affordable, quality housing –safe and responsive to the residents’ needs.
2. Having transportation for community – accessible, affordable and going to community destinations.
3. Having healthcare and health services, and partnering for brain health
4. Attending to the needs of persons with disabilities.
5. Building the capacity of non-profit organizations to achieve their mission and goals.
6. Accessing affordable, quality food and food choices

SECTION 6



DUBUQUE GOVERNANCE: CURRENT FRAMEWORK

City Council Meetings Overview

Types of Meetings

Public meetings: Under Iowa Code Chapter 21, meetings of governmental bodies must be open to the public. A meeting occurs whenever a majority of members (a quorum) gather to discuss City business. The City must provide public notice for each Council meeting, including the time, date, location, and tentative agenda, at least 24 hours in advance of a meeting. Notice must also be sent to media outlets that have requested it and posted in a prominent location at the City's principal office.

For the City of Dubuque, media and other interested parties can subscribe to the City's Council Agendas Notify Me service to receive agenda notifications. A copy of each agenda is also posted on the bulletin board in front of the City Clerk's Office.

These same requirements apply for all City boards and commissions.

Closed Sessions: Code of Iowa Section 21.5 authorizes governmental bodies to close a meeting "only to the extent a closed meeting is necessary" and for one of the lawful reasons. Section 21.5 details numerous reasons that allow a governing body to go to a closed session. The most frequent options for the Dubuque City Council to go into closed session are:

1. **To discuss records that are required to be kept confidential.** The Open Records Law (Chapter 22) specifically identifies records that are to remain confidential. A city may meet in a closed session to discuss these records.
2. **To discuss strategy with legal counsel in matters that are presently in litigation or where litigation is imminent and where its disclosure would be likely to prejudice or disadvantage the government.** Because this topic touches on the issue of attorney-client privilege, it is important to work closely with your city attorney or the attorney representing you in the litigation. The Iowa Public Information Board issued an opinion in late 2015 that requires a public statement to be completed prior to the meeting, which acknowledges the attorney-client relationship between the city and the individual who will serve as legal counsel. The statement can be an existing engagement letter, contract, resolution or designation made in the minutes of a prior meeting. If no statement has been made, the city council should announce before going to the closed session that it will utilize the individual as its legal counsel for the closed session discussion.
3. **To discuss the purchase or sale of real estate.** The preliminary discussion of purchasing or selling a particular property where the premature disclosure could be expected to increase the price may be made in a closed session.
4. **To evaluate the professional competency of an individual whose appointment, hiring, performance or discharge is being considered, and when necessary to prevent needless and irreparable injury to that individual's reputation and that individual requests a closed session.** Used for annual evaluations of the City Manager, City Attorney, and City Clerk. This closed session must be specifically requested by the employee, and any decisions must be made in an open session.

The meeting agenda will identify that City Council will go into closed session and cite the section in the Code of Iowa that allows them to do so. The meeting must begin in an open session with a call to order and a roll call. In order to go into a closed session, there must be a motion to hold a closed session that is approved by two-thirds of the members or all those present. The minutes must record the votes of individual council members on the question of

holding a closed session. In addition, the motion and minutes must state the specific exemption under Section 21.5 of the *Code* that permits a closed session.

Once in a closed session, the council must not discuss any other business or topic that does not directly relate to the reason for the closed session. Upon completion of the closed session, the closed session concludes and the City Council returns to the open session to adjourn the meeting.

The city must audio record and take detailed minutes of the closed session. Both minutes and recordings are required to be sealed and may not be opened except by order of a court. The minutes and recording are required to be kept for at least one year unless enforcement action is initiated. In that case, the minutes and recording must be retained until the litigation is completed. The City Clerk maintains all closed session records, which are reviewed quarterly by the City Attorney to determine which items have met retention requirements and may be eligible for destruction.

Non-public meetings: Iowa Code Chapter 20 allows for Councils to convene in meetings exempt from the Open Meetings Law Chapter 21 for such things as employment conditions (salary discussions) and Collective Bargaining Negotiations.

Regular City Council Meeting Structure

Order of Business: The general rule as to the order of business in regular meetings shall be as follows:

1. Reading of the call. *Mayor – authorizes the meeting to be conducted.*

2. Roll call.

The Mayor is called first, followed by Council Members in alphabetical order by last name.

a. Voting order is random for each meeting and will be listed on the agenda where City Council will take formal action (i.e. work session only agendas will not include a voting order).

3. Presentations *(City staff awards and recognitions)*

4. Proclamations.

Official announcement issued by the Mayor in recognition of an initiative, milestone, cause that has communitywide contributions. New proclamations require Mayor's approval. The City Clerk is the contact person for proclamations. Proclamation guidelines are posted on the City's website and outline the process for requesting, submitting, and drafting a proclamation.

Proclamations can be presented and read at a meeting or done for signature only.

Proclamations recognizing individuals, businesses, and for-profit events can be requested without a presentation and by signature of the Mayor only.

5. Consent items

The consent agenda items are considered routine and non-controversial and all consent items will be normally voted upon in a single motion without any separate discussion on a particular item.

City Council Members and the public can request a Consent Item be removed for separate discussion. If an item is held, the City Council will first motion and vote on the remaining consent items. The held item is then motioned and voted on.

6. Items to be set for public hearing.

These agenda items are being scheduled for a future public hearing on the date indicated.

State law requires that public hearings occur before taking action on certain items. The most common are public improvement projects over a certain cost, selling city real estate, Urban Renewal, and Development Agreements with certain financial incentives.

NOTE: These items are approved with one motion, and there is usually no discussion until the date of the actual public hearing. It is a formality to initiate the public hearing process.

7. Boards and commissions.

Two-meeting process:

1. First meeting: Applicant review - candidates are invited to address the Council regarding their application

2) Second meeting: Appointments- by motion or roll-call vote (if multiple applicants) of the Council.

8. Public hearings.

Procedure:

Motion and second

Mike reads his memo to the City Council (or if Zoning Advisory Commission item, then Planning Services will provide a report on behalf of the commission)

Receipt of any public input - Public input limited to 5 minutes per person unless authorized by the Mayor. City Clerk will announce any written input received that has been uploaded to the agenda item.

Council discussion.

Vote.

Zoning Public Hearings:

There are different rules for receiving public input for traditional zoning requests versus quasi-judicial rezoning requests. Reference the "City Council Communication Policy for Rezoning" handout for additional details.

When the Zoning Advisory Commission monthly agenda is posted publicly, the City Clerk will notify the City Council which requests are traditional versus quasi-judicial. The communication policy will always be attached for reference, along with the applications and vicinity maps for any traditional requests. Zoning public hearings are always considered at the second City Council meeting of each month.

9. Public input. (5 minutes per person, 30 minutes for total session with Mayor exception)

Under the Iowa Open Meetings Law, the City Council can take no formal action on comments given during Public Input which do not relate to Action Items on the Agenda.

Any written input received by the City Clerk will be uploaded to the corresponding agenda item.

10. Action items.

These are items where discussion is held by the City Council - public comments are not allowed except as authorized by the Mayor.

Procedure:

Motion and second

Mike reads his memo to the City Council

Council discussion.

Vote.

11. Closed Session.

Motion must include the specific Iowa Code section that authorizes the closed session

(Sections are listed on the agenda, with a generic script provided to City Council members)

12. Adjournment.

Meeting must always adjourn in open session.

Voting Information

Voting Thresholds:

- Simple Majority: More than half of the members present (a quorum – 4 council members). Most agenda items require a simple majority vote to pass.
- Supermajority: One less than the total number of Council Members, regardless of attendance. (6 council members). Required for the following situations:
 - Suspending the subsequent readings of an ordinance (Motion B)
 - If the Zoning Advisory Commission (ZAC) recommends disapproval of a zoning classification, then a supermajority vote is required by the City Council to enact the reclassification.
 - If a written protest against a zoning reclassification has been filed with the City Clerk and signed by the owners of 20% or more of the lots included in the request or 20% or more of the property located within 200 feet of the property being considered for the reclassification, then a supermajority vote is required to enact the reclassification.

Ordinance Reading and Adoption Process

Iowa Code requires that an ordinance be read at three separate City Council meetings before adoption—a process known as the “three readings.” However, the Council may vote to suspend the remaining readings and adopt the ordinance sooner.

To do this, the Council must first approve **Motion B** (to suspend the readings) by a supermajority vote. If that passes, the Council may then adopt the ordinance with a simple majority vote (**Motion A**).

If the motion to suspend fails, the Council may still approve the first reading and continue the process at future meetings. It is standard practice in Iowa for the remaining readings to occur at consecutive meetings.

Typically, the Council Members who move and second the motion to suspend the readings also move and second the motion to adopt the ordinance, if the suspension is approved.

A script is provided to Council Members that provides the wording for suspending the readings or approving first reading.

Abstention Votes:

Please take the following actions in advance of an abstention:

1. Consult with City Attorney on your reason for abstention
2. After motion and vote of item, announce your abstention. Reason for abstention must be stated for the record.
3. Must refrain from all discussion and vote on the item.

A vote other than yes/aye or no/nay is tantamount to an abstention that is recorded as a vote with the prevailing side.

Motions

Each agenda item includes a ‘Suggested Disposition’ which lists a proposed motion. While these motions are provided for convenience, City Council Members are free to make any motion they choose and are not required to use the suggested wording.

CHAPTER 6

MAYOR AND CITY COUNCIL

SECTION:

1-6-1: Composition; Terms

1-6-2: Compensation

1-6-3: Mayor Pro Tem

1-6-4: Emergency Succession For Mayor And Council Members

1-6-1: COMPOSITION; TERMS:

The City Council consists of a Mayor and two (2) Council members elected at large, and one Council member elected from each of the four (4) wards. The Mayor and other Council members serve four (4) year staggered terms. The Mayor is a member of the City Council and may vote on all matters before the Council. (2007 Code § 2-20)

1-6-2: COMPENSATION:

Effective January 1, 2026, the compensation for the Mayor shall be fifteen thousand seven hundred thirty two dollars (\$15,732.00) per annum, and the compensation for the City Council members shall be eleven thousand seven hundred ninety nine dollars (\$11,799.00) per annum. (Ord. 40-17, 9-5-2017; amd. Ord. 27-21, 7-6-2021; Ord. 27-25, 6-16-2025)

1-6-3: MAYOR PRO TEM:

- A. Term Of Mayor Pro Tem: The term of Mayor Pro Tem shall be eight (8) months.
- B. Designation Of Mayor Pro Tem: Council members shall serve as Mayor Pro Tem in the following order: 1) at large Council member elected to two (2) year term; 2) Ward Two Council member; 3) Ward Four Council member. Thereafter, Council members shall serve as Mayor Pro Tem in the following order:
1. At large Council member with two (2) years of term remaining;
 2. Ward One Council member;
 3. Ward Three Council member;
 4. At large Council member with two (2) years of term remaining;
 5. Ward Two Council member;
 6. Ward Four Council member.
- C. Vacancy: In the event of a vacancy in the office of a Council member while such Council member is serving as Mayor Pro Tem, the person appointed or elected to fill such vacancy shall serve the remainder of the term of Mayor Pro Tem.
- D. Absence Of Mayor And Mayor Pro Tem: When the Mayor and the Mayor Pro Tem are absent or unable to act, the Council members in the following order of succession shall perform the Mayor's duties:
1. Council member at large who has served the longer consecutive term in office; then Council member at large who has served the shorter consecutive term in office; in the event their terms are the same, then in alphabetical order.
 2. Ward Council member who has served the longest consecutive term in office; then ward Council member who has served the next longest consecutive term in office, and so on; in the event that the consecutive terms of ward Council members in such order are the same, then in alphabetical order. (Ord. 24-18, 7-2-2018)

1-6-4: EMERGENCY SUCCESSION FOR MAYOR AND COUNCIL MEMBERS:

- A. Order Of Succession: When the Mayor and the Mayor Pro Tem are absent or unable to act, the Council members in the following order of succession shall perform the Mayor's duties, except that a succeeding Council member may not appoint, employ or discharge officers or employees without the approval of the City Council:
1. Council member at large who has served the longer consecutive term in office; then Council member at large who has served the shorter consecutive term in office; in the event their terms are the same, then in alphabetical order.
 2. Ward Council member who has served the longest consecutive term in office; then ward Council member who has served the next longest consecutive term in office, and so on; in the event that the consecutive terms of Council members in such order are the same, then in alphabetical order.
- B. Official Actions Legal And Binding: Official actions of a succeeding Council member when the Mayor and Mayor Pro Tem are absent or unable to act are legal and binding to the same extent as if done by the Mayor or Mayor Pro Tem. A succeeding Council member retains all the Council member's powers as a member of the City Council. (Ord. 67-05, 12-5-2005)

ARTICLE A. RULES AND PROCEDURE

SECTION:

1-6A-1: Purpose

1-6A-2: General Rules

1-6A-3: Types Of Meetings

1-6A-4: Records

1-6A-5: Attendance Of Media At Council Meetings

1-6A-6: Presiding Officer

1-6A-7: Motions

1-6A-8: Amendments To Motions

1-6A-9: Chart Of Preference Of Motions

1-6A-10: Motions For Special Purposes

1-6A-11: Order Of Business And Agenda

1-6A-12: Ordinances, Resolutions And Motions

1-6A-13: Committees, Boards And Commissions Established

1-6A-14: Rights Of Public

1-6A-15: Suspension Of Rules

1-6A-1: PURPOSE:

The purpose of the rules or procedure for city council is to instill and maintain public confidence in city government by:

- A. Promoting the orderly and expeditious process of conducting city business;
- B. Protecting the rights of each individual by encouraging public comment and giving every proposition under consideration free and full debate; and
- C. Carrying out the will of a majority of the city council while preserving the rights of all council members. (2007 Code § 2-31)

1-6A-2: GENERAL RULES:

- A. Meetings: All meetings of the city council shall be called and conducted in accordance with the code of Iowa.
- B. Quorum: Four (4) members of the city council shall constitute a quorum and be necessary for the transaction of business. If a quorum is not present, those in attendance will be named and they shall adjourn to a later time. The city council may delay the start of a meeting for a maximum of fifteen (15) minutes if agreed upon by those present.
- C. Compelling Attendance: The city council may adjourn from day to day to compel the attendance of absent members.
- D. Minutes Of Proceedings: An account of all proceedings of the city council shall be kept by the city clerk and shall be entered in a book constituting the official record of the city council.
- E. Right Of Floor: Any member desiring to speak shall be recognized by the presiding officer and shall confine said member's remarks to the subject under consideration or to be considered.
- F. City Manager: The city manager shall attend all meetings of the city council unless excused and shall have charge of the council meeting room. The city manager may make recommendations to the city council and upon recognition by the presiding officer shall have the right to take part in any discussions of the city council.
- G. City Attorney: The city attorney shall attend all meetings of the city council unless excused and shall, upon request by the city council, give an opinion, either written or oral, on questions of law. The city attorney shall act as the city council's parliamentarian.
- H. City Clerk: The city clerk shall attend all meetings of the city council unless excused and shall keep the official minutes and perform such other duties as may be requested by the city council.
- I. Rules Of Order: "Robert's Rules Of Order Revised" shall govern the proceedings of the city council in all cases, unless they are in conflict with these rules or the code of Iowa. (2007 Code § 2-32)

1-6A-3: TYPES OF MEETINGS:

- A. Regular Meetings: Regular meetings of the Council must be held on the first and third Mondays of each month. However, when the first or third Monday falls upon any of the following City holidays, such meeting must be held on the next succeeding day:

New Year's Day

Martin Luther King's Birthday
Memorial Day
Independence Day
Labor Day
Veterans Day
Thanksgiving Day
Day after Thanksgiving
Christmas Eve
Christmas Day
New Year's Eve

Unless otherwise indicated in the notice of meeting, regular meetings will commence at six-thirty (6:30) P.M.

B. **Special Meetings:** Special meetings may be called by the Mayor or by a majority of the members of the City Council. The call for a special meeting shall be filed with the City Clerk in written form, except that announcement of a special meeting during any regular meeting shall be sufficient notice of such special meeting. The call for a special meeting shall specify the day, the hour, and the location of the special meeting and shall list the subject or subjects to be considered.

C. **Recessed Meetings:** Any meeting of the City Council may be recessed to a later date and time; provided, that no recess shall be for a longer period than until the next regular meeting.

D. **Work Sessions:** The City Council may meet informally in work sessions (open to the public), at the call of the Mayor or of any four (4) members of the City Council, to review forthcoming programs of the City, receive progress reports on current programs or projects, or receive other similar information from the City Manager.

E. **Rescheduling Of Regular Meetings:** A regular meeting of the Council may be rescheduled by the Mayor or by a majority of the members of the City Council. The request to reschedule a regular meeting may be filed in written form with the City Clerk and approved during any regular meeting of the Council a minimum of thirty (30) days in advance of the rescheduled meeting. The public notice for a rescheduled regular meeting shall specify the time, date, and place of the meeting, and tentative agenda for the meeting. (Ord. 17-17, 5-1-2017; amd. Ord. 8-20, 2-17-2020)

1-6A-4: RECORDS:

A. **Preparation:** Immediately after each regular or special meeting of the Council, the City Clerk shall prepare a complete record of the proceedings of such meeting, which shall contain in full the motions and resolutions offered or adopted, and all other action taken, or proceedings had at such meeting.

B. **Printing:** The City Clerk shall cause a condensed record of such proceedings to be published in the official papers. The City Clerk shall also have the complete record printed on good paper with pages of uniform size suitable for binding in permanent form, which pages shall be numbered consecutively.

C. **Monthly Record:** Before the first meeting in each month, the City Clerk shall have printed proceedings of all meetings held during the previous month, bound together in pamphlet form, and shall furnish copies of the same to the Mayor and members of the Council and to such other officers as the Council may direct. At the first regular meeting in each month, the record of the proceedings included in such pamphlet shall be read, unless such reading shall be dispensed with by the Council. If objection to any part of the record is raised by a member of the Council, the same, if found to be incorrect, shall be corrected, and when the record is correct, the same shall, by motion, be approved. When the record has been so approved, the printed record of each meeting contained in said pamphlet shall be signed by the Mayor and attested by the City Clerk, and shall then become the official record of the proceedings contained therein.

D. **Permanent Binding:** After the last day of December of each year, the City Clerk shall have the printed pamphlets, which constitute the official record for the preceding twelve (12) months, bound together in book form, together with a complete index by subjects of the contents thereof, and when so bound said book shall constitute the permanent official record for the year, and the same shall be filed and kept in the Office of the City Clerk. (2007 Code § 2-33.10)

1-6A-5: ATTENDANCE OF MEDIA AT COUNCIL MEETINGS:

All meetings of the City Council shall be open to the media, freely subject to recording by radio, television and photographic services at any time; provided, that such arrangements do not interfere with the orderly conduct of the meetings. (2007 Code § 2-34)

1-6A-6: PRESIDING OFFICER:

A. **Presiding Officer:** The Mayor shall preside as the presiding officer at all meetings of the City Council. In the absence of the Mayor, the Mayor Pro Tem shall preside. In the absence of both the Mayor and the Mayor Pro Tem, the City Council shall elect a presiding officer.

1. The Mayor Pro Tem shall sit to the immediate right of the Mayor.
2. While the Mayor is putting the question, no member shall walk across or out of the council room.

3. While a member is speaking, no member shall entertain private discourse.

B. **Call To Order:** The meetings of the city council shall be called to order by the mayor or, in the mayor's absence, by the mayor pro tem. In the absence of both the mayor and the mayor pro tem, the meeting shall be called to order by the city clerk for the election of a temporary presiding officer.

C. **Preservation Of Order:** The presiding officer shall preserve order and decorum, prevent attacks on personalities or the impugning of members' motives, and confine members in debate to the question under discussion.

D. **Points Of Order:** The presiding officer shall determine all points of order, subject to the right of any member to appeal to the city council. If any appeal is taken, the question shall be, "Shall the decision of the presiding officer be sustained"?

E. **Motion To Reconsider:** A motion to reconsider shall not be entertained except at the same city council meeting, or at the next succeeding regular city council meeting after the meeting on which the vote was taken and shall be made only by a member who voted with the prevailing side. A motion to reconsider cannot be made by a member who abstained on the vote which is sought to be reconsidered.

F. **Substitution For Presiding Officer:** The mayor may call upon the mayor pro tem or in the absence of the mayor pro tem any other member to temporarily chair the city council meeting in order to take part in debate, to make a motion, or to cover a temporary absence. Such substitution shall not continue beyond adjournment. (2007 Code § 2-35)

1-6A-7: MOTIONS:

A. **Defined:** A "motion" is a proposal that the city council take formal action.

B. **Classification Of Motions:**

1. **Main Motions:** A "main motion" is one which independently presents an idea for consideration. Only one main motion can be considered at a given time, and such a motion, when introduced, excludes all other main motions until it has been voted upon or disposed of otherwise.

2. **Subsidiary Motions:** A "subsidiary motion" is one growing out of and applied to another motion already under consideration. Their existence as motions depend entirely upon the principal motion to which they are subordinate. Such motions must be voted upon before voting upon the motion to which they apply.

3. **Privileged Motions:** A "privileged motion" is one which is so vital in character that it takes precedence over all other motions. Such motions have no connection with the motion under consideration. A privileged motion sets aside temporarily any business under consideration.

4. **Incidental Motions:** An "incidental motion" is one growing out of another motion already under consideration. Such a motion must be disposed of before the main motion or other business under consideration.

C. **Progress Of Motions:**

1. A council member addresses the presiding officer. The presiding officer should be addressed by title.

2. The council member is recognized by the presiding officer. The presiding officer recognizes the council member by name or by a nod. Having received formal recognition from the presiding officer, the council member is said to "have the floor" and is the only member entitled to present or discuss a motion.

3. The council member proposes a motion. A motion is always introduced in the form, "I move that" followed by a statement of the proposal. Aside from very brief explanatory remarks, it is not permissible to discuss the merits of a motion prior to, or immediately following, the formal proposal of the motion. All discussion must wait until the presiding officer has stated the motion and has asked for discussion.

4. Another council member seconds the motion. Another council member, without addressing the presiding officer, may say, "I second the motion". Seconding the motion is merely an indication that the council member seconding it wishes the matter to come to the city council for consideration. If no one seconds the motion, the presiding officer may ask, "Is there a second to the motion?" If there is none, the presiding officer may declare, "The motion is lost for want of a second".

5. The presiding officer states the motion to the city council when a motion has been properly proposed and seconded, the presiding officer repeats the motion to the city council. After the motion has been formally stated to the city council, the motion may be spoken of as "a question", "a proposition", or "a measure".

6. The city council discusses or debates the motion. After the motion has been formally stated by the presiding officer, any council member has a right to discuss the issue. Council members must obtain the floor in the same manner as when presenting a motion. Normally the first person who asks recognition is entitled to speak. All discussion must be confined to the question under consideration.

The presiding officer should always show preference to the proposer of the motion.

A council member who has not spoken before has claim over a council member who has already discussed the question, or who has proposed another motion.

If the presiding officer knows the opinions of the various council members regarding the measure, the presiding officer should alternate between those favoring the measures and those in opposition to the measure.

The presiding officer should recognize a council member who seldom speaks in preference of a council member who frequently speaks.

7. The presiding officer takes the vote on the motion. When all council members who desire to discuss the question have done so, the presiding officer "puts the motion to a vote". Before taking the vote, the presiding officer may inquire, "Is there any further discussion?" or "Are you ready for the question?" If no council member responds, the presiding officer presumes discussion is closed. The presiding officer will proceed to instruct the city clerk to take a roll call vote.

8. The presiding officer announces the result of the vote. The presiding officer formally announces the result of the vote, saying, "The motion is carried" or "The motion is lost". As soon as the vote has been announced, another motion is in order. (2007 Code § 2-36)

1-6A-8: AMENDMENTS TO MOTIONS:

Any amendment to a motion changes a motion by adding to it, taking from it, or by altering it in some other way. The purpose of the motion to amend is to modify a motion that has already been presented in such a manner that it will be more satisfactory to the council members. An amendment to a motion may be hostile, but it must be germane. By "germane" it is meant having direct bearing upon the subject matter of the motion; that is, relevant, or relating to it.

A. Methods Of Amending Motions:

1. By Addition Or Insertion: To add something to the motion which it did not contain.
2. By Eliminating Or By Striking Out: To subtract or eliminate something from a motion that was originally a part of the motion.
3. By Substitution: This method is a combination of the first two (2) methods, since in amending by substitution something is stricken out and something inserted in its place. The substitution may consist of a word, a phrase, a clause, or an entirely new motion.

B. Progress Of Amendments:

1. Types Of Amendments:

- a. Amendments of the first rank. This is an amendment to the motion.
- b. Amendments of the second rank. This is an amendment to the amendment. This type of amendment must modify and relate directly to the amendment and not to the main motion. Otherwise, it is out of order.

It is not in order to propose more than one amendment of each rank at one time. If a council member wishes to amend two (2) separate and related parts of a motion, this must be done by two (2) amendments of the second rank, and one must be voted upon before the other is proposed. It is permissible to have a motion, one amendment to the motion (amendment of the first rank), and one amendment to the amendment (amendment of the second rank) before the city council at once. Until the amendment of the second rank has been voted upon, no other amendment of the second rank is in order. Until the amendment of the first rank is voted upon, no other amendment of the first rank can be proposed.

2. Order Of Voting:

- a. Amendments are voted upon in inverse order; that is, the amendment of the second rank is disposed of first.
- b. Discussion is held and the vote taken upon the amendment to the amendment.
- c. Discussion is held and the vote taken upon the amendment to the motion.
- d. When the vote on the amendments have been taken, discussion upon the original or the main motion as amended is held and when completed, a vote is taken upon the original or main motion as amended. (2007 Code § 2-37)

1-6A-9: CHART OF PREFERENCE OF MOTIONS:

CHART OF PREFERENCE OF MOTIONS

		May Interrupt A Speaker	Requires A Second	Debatable	Vote Required	Motions That May Apply
Privileged motions:						
		May Interrupt A Speaker	Requires A Second	Debatable	Vote Required	Motions That May Apply
Privileged motions:						
1.	To fix time at which to adjourn	No	Yes	Limited	Majority	Amend, reconsider
2.	To adjourn (unqualified)	No	Yes	No	Majority	None
3.	To take a recess	No	Yes	Limited	Majority	Amend
4.	To rise to a question of privilege	Yes	No	No	Chair rules	All

5.	To call for the orders of the day	Yes	No	No	None	None
Subsidiary motions:						
6.	To lay on, or take from, the table	No	Yes	No	Majority	None
7.	To call for the previous question	No	Yes	No	2/3	Reconsider
8.	To limit, or extend limits, of debate	No	Yes	Limited	2/3	Amend, reconsider
9.	To postpone definitely	No	Yes	Limited	Majority	Amend, reconsider, previous question
10.	To refer to a committee	No	Yes	Limited	Majority	Amend, reconsider, previous question
11.	Amend	No	Yes	Yes	Majority	Amend, reconsider, previous question
12.	To postpone indefinitely	No	Yes	Yes	Majority	Limit debate, previous question, reconsider
Main motions:						
13.	a. General main motions	No	Yes	Yes	Majority	All
	b. Specific main motions:					
	To take from the table	No	Yes	No	Majority	None
	To reconsider	Yes	Yes	Yes	Majority	Limited debate, previous question, table
	To reconsider and have entered on the minutes	Yes	Yes	No	None until called for	Postpone definitely, none
	To rescind	No	Yes	Yes	2/3	All
	To expunge	No	Yes	Yes	2/3	All
	To adopt a resolution	No	Yes	Yes	Majority	All
	To adjourn (qualified)	No	Yes	Limited	Majority	Amend, reconsider
	To create orders of the day (spec.)	No	Yes	Yes	General - majority Special - 2/3	All
	To amend (constitution, etc.)	No	Yes	Yes	Majority	Amend, reconsider previous question, limited debate
Incidental motions:						
	To suspend rules	No	Yes	No	2/3	None
	To withdraw a motion	No	No	No	Majority	Reconsider
	To read papers	No	Yes	No	Majority	All

	To object to consideration	Yes	No	No	2/3	All
	To rise to a point of order	Yes	No	No	Chair rules or majority	None
	To rise to parliamentary inquiry	Yes	No	No	None	None
	To appeal from decision of chair	Yes	Yes	Limited	Majority	All except amend
	To call for division of house	Yes	No	No	Majority	All
	To call for division of question	No	Yes	No	Majority	All

(2007 Code § 2-38)

1-6A-10: MOTIONS FOR SPECIAL PURPOSES:

Kind Of Motion	Object	Effect
Kind Of Motion	Object	Effect
To lay on the table	Clear floor for more urgent business	Delays action
To call for previous question	Secure immediate vote on pending question	Ends debate
To limit or extend time for debate	Provide more or less time for discussion	Shortens or lengthens discussion period
To postpone definitely (to a certain time)	Often gives more time for informal discussion and for securing followers	Delays action
To commit or refer	To enable more careful consideration to be given	Delays action
To amend	To improve the motion	To change the original motion
To postpone indefinitely	To prevent a vote on the question	To suppress the question
To raise a point of order	To call attention to violation of rules	Keeps group functioning according to parliamentary procedures
To appeal from the decision of the chair	To determine the attitude of the group on the ruling made by the chair	Secures ruling of the group rather than by the chair
To suspend the rules	To permit action not possible under the rules	Secure action which would otherwise be prevented by the rules
To object to the consideration of a question	Prevent wasting time on unimportant business	Suppress the motion
To divide the question	Secure more careful consideration of parts	Secures action by parts
To nominate	Suggest names for office	Places before the group names for consideration
To make a request growing out of pending business	To secure information or ask to be excused from a duty	Provide information
To fix the time at which to adjourn	To have legal continuation of the meeting	Sets definite continuation time
To adjourn	End the meeting	Adjourns the meeting
To take a recess	To secure an intermission	Delays action
To raise a question of privilege	To correct undesirable conditions	Corrects undesirable condition
To call for the order of the day	To secure adherence to order of business	Same as object
To take from the table	Continue the consideration of the question	Continue consideration of question
To reconsider (only a member of the prevailing side may make this motion)	To reconsider the question	Secures further consideration and another vote on the question
To reconsider and have entered on the minutes (only a member of the prevailing side may make this motion)	To reconsider the question at the next meeting	Secures further consideration and another vote on the question
To rescind	Repeal action previously taken	Same as object

To ratify	Approves previous action taken	Same as object
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(2007 Code § 2-39)

1-6A-11: ORDER OF BUSINESS AND AGENDA:

A. Agenda: The order of business of each regular meeting shall be as contained in the agenda prepared by the city clerk. The agenda shall be a listing by topic of subjects to be considered by the city council.

B. Order Of Business: The general rule as to the order of business in regular meetings shall be as follows:

1. Reading of the call.
2. Roll call.
3. Proclamations.
4. Consent items; business licenses.
5. Items to be set for public hearing.
6. Appointments to boards and commissions.
7. Public hearings.
8. Public input.
9. Action items.
10. Adjournment. (Ord. 20-16, 6-6-2016)

1-6A-12: ORDINANCES, RESOLUTIONS AND MOTIONS:

A. Form: Ordinances and resolutions shall be presented to the city council only in printed, electronic or typewritten form.

B. Ordinances; Confined To One Subject; Exceptions: No ordinance except an appropriation ordinance, an ordinance adopting or embodying an administrative or governmental code, or an ordinance adopting a code or ordinance, shall relate to more than one subject which shall be clearly stated in its title.

C. Review By City Manager And City Attorney: All ordinances and resolutions shall be reviewed by the city manager and approved by the city attorney as necessary.

D. Reading By Title Only: Upon being introduced, each proposed ordinance or resolution shall be read by title only, unless a member of the city council requests a full reading of the ordinance or resolution.

E. Recordings Of Votes: The ayes and nays shall be taken upon the passage of all ordinances, resolutions or motions and entered upon the minutes of the city council.

F. Method Of Voting: When any vote is called, each council member shall respond "yes (aye)", "no (nay)", or "abstain". An abstention vote shall be considered as a vote with the prevailing side.

G. Tie Vote: In the event of a tie in votes on any motion, the motion shall be considered lost. A council member may then direct to place the item on the next agenda.

H. Numbering Ordinances And Resolutions: Upon passage, a number shall be assigned to each ordinance or resolution by the city clerk.

I. Ordinance Passage Procedure: When passed by the city council, an ordinance shall be signed by the presiding officer, attested to by the city clerk, published in the designated newspaper and thereafter preserved in the office of the city clerk. (2007 Code § 2-41)

1-6A-13: COMMITTEES, BOARDS AND COMMISSIONS ESTABLISHED:

A. Citizen Committees, Boards And Commissions: The city council may establish committees, boards, and commissions to assist in the conduct of the operation of the city government with such duties and powers as the city council may specify not inconsistent with this code or the laws of the state.

B. Membership And Selections: Membership and selection of members of boards and commissions shall be as specified in this code or the code of Iowa. Any committee, board, or commission so established shall cease to exist upon the accomplishment of the special purpose for which it was created, or when abolished by a majority vote of the city council or as specified in the code of Iowa.

C. Nominations: A nomination is the formal presentation to the city council of the name of the candidate for a position to be filled. Applications for vacancies shall be received by the city clerk and presented to the city council for consideration at a regular or special council meeting. The nominations procedure shall be as follows:

1. Nominations are in order as soon as the presiding officer calls for them.
2. Nominations do not require a second.

3. As a nomination is made, the presiding officer shall repeat the name.
 4. No council member may nominate more than one candidate for each position.
 5. If there are no further nominations, the presiding officer may declare the nominations closed.
 6. A motion to reopen nominations requires a two-thirds ($\frac{2}{3}$) vote.
 7. Prior to voting but following the formal closing of nominations, nominations may be reopened by a motion which requires only a majority to carry.
 8. After the nominations are closed, the city council proceeds to vote upon the names by a roll call vote. If a candidate receives a majority vote of the city council, that candidate is appointed.
 9. If no candidate receives a majority vote of the city council, a second roll call vote is then taken on those candidates voted upon the first time.
 10. If no candidate is elected on the second roll call vote, a motion that only the two (2) highest candidates on the previous roll call vote be considered on the third roll call vote is in order.
- D. Oath Of Office: Each person, upon appointment or reappointment to a board or commission, shall execute an oath of office at the city clerk's office within ten (10) days of appointment or reappointment.
- E. Records: The city clerk shall maintain all applications, oaths of office, and appointment records of all members of boards and commissions. Applications of unsuccessful candidates for appointment to boards and commissions shall be maintained by the city clerk for one year after which time such application forms may be destroyed.
- F. Removal Of Members Of Boards And Commissions: The city council may remove any member of any board or commission which it has established.
- G. Residency Requirement: No person shall be appointed or reappointed to a committee, board or commission or ad hoc committee created by such committee, board or commission unless such person is, at the time of such appointment or reappointment, a resident of the city, and any person so appointed or reappointed shall maintain such residency during the term of the appointment or reappointment. Any member of a committee, board or commission or ad hoc committee created by such committee, board or commission who fails to maintain such residency shall be deemed removed as of the date of such change of residency, any provision in this code to the contrary notwithstanding.
- H. City Employees Not Eligible: City employees, other than the city manager and the assistant city manager, are not eligible for appointment to any committee, board or commission. A committee, board or commission member employed by the city shall be deemed removed from such office as of the date of employment by the city.
- I. Attendance Report: The chairperson of each committee, board or commission shall report to the city council any member of a committee, board or commission who failed to attend more than one-third ($\frac{1}{3}$) of the meetings of such committee, board or commission for the previous twelve (12) month period. (2007 Code § 2-42)

1-6A-14: RIGHTS OF PUBLIC:

- A. Addressing City Council: No person may address the city council by oral communication without the permission of the presiding officer.
- B. Manner Of Addressing City Council; Time Limit: Each person addressing the city council shall approach the microphone, shall give such person's name and address and, if representing an organization or another person, shall so state, in an audible tone of voice for the record, and, unless further time is granted by the presiding officer, shall limit such person's address to five (5) minutes. All remarks shall be addressed to the city council as a body, not to any city officer or employee. No person, other than members of the city council and the person having the floor, shall be permitted to enter into any discussion, either directly or through the members of the city council. No questions shall be asked of individual council members nor of any city officer or employee, except through the presiding officer.
- C. Personal And Slandorous Remarks: Any person making personal, impertinent or slanderous remarks, or who shall become boisterous, while addressing the city council may be requested to leave the meeting and may be by the presiding officer barred from further audience before the city council.
- D. Written Communications: Any person or the person's authorized representatives, may address the city council by written communication in regard to any matter concerning the city's business or over which the city council has control at any time by addressing such written communication to the city clerk. All such written communications must be received by the city clerk by twelve o'clock (12:00) noon of the Wednesday immediately preceding the regular council meeting in order that such material may be placed on the agenda for such meeting.
- E. Public Input Agenda: Members of the public may address the city council on any action item on the agenda or on any matter not on the agenda concerning city business or over which the city council has control.

Unless extended by the presiding officer, public input will be limited to thirty (30) minutes. (Ord. 20-16, 6-6-2016)

1-6A-15: SUSPENSION OF RULES:

Any provision of these rules not otherwise governed by this code or the code of Iowa may be temporarily suspended by a

vote of three-fourths ($\frac{3}{4}$) of the council members present. (2007 Code § 2-44)

CITY OF DUBUQUE CITY COUNCIL

COMMUNICATION POLICY FOR REZONINGS

- Section 1. There are specific rules related to City Council communications on rezoning requests based on Iowa Supreme Court decisions. The rules depend on the type of rezoning which is requested. The communication rules differ if the case is a traditional or a quasi-judicial rezoning.
- Section 2. Traditional rezoning is from one "standard" zoning district to another, such as OS Office Service to C-3 Commercial, and conditional rezonings. With a traditional rezoning, which is considered a legislative matter, City Council members can, and should, consider and weigh all information available and there is no limitation on communications with the applicant, supporters, opponents, or city staff or site visitation.
- Section 3. Quasi-judicial rezoning is a "specialized" zoning like a PUD Planned Unit Development or ID Institutional District that involves a conceptual development plan and custom regulations. City Council members are prohibited from having contact with the applicant, supporters, opponents, or city staff or conducting site visits. The decision must be based **only** upon information that is presented during the public hearing.
- Section 4. Iowa law for ex parte communications for quasi-judicial rezoning requests is to accept presentation of verbal comments **only** at the public hearing and to refrain from site visits or activity outside of the public hearing.
- Section 5. For traditional rezoning requests, Iowa law permits ex parte communication with applicants, supporters, opponents, or city staff or conducting site visits. The best practice and policy of the City Council is:
- a. to request that interested parties submit all written comments, including electronic comments, prior to the public hearing, to the City Clerk for presentation at the public hearing.
 - b. to conduct site visits together as an entire City Council adhering to all open meetings requirements triggered by such visits.
- Section 6. For purposes of consistency and transparency, site visits conducted together by the entire City Council and communication through the City Clerk are strongly preferred.



City Clerk's Office
City Hall
50 W. 13th Street
Dubuque, IA 52001-4864
(563) 589-4100 office
(563) 589-0890 fax
cityclerk@cityofdubuque.org
www.cityofdubuque.org

TO: The Honorable Mayor and City Council Members

FROM: Adrienne N. Breittfelder, City Clerk

DATE: April 4, 2022

SUBJECT: Guidelines for City Council Meetings

The purpose of this memorandum is to share guidelines related to virtual participation and public input at City Council meetings.

Virtual Participation at City Council Meetings

Please notify me if you plan to virtually attend a City Council meeting as soon as feasible. It is helpful to have advanced notice of virtual participation for attendance purposes and so that city staff are best prepared to assist with any technical issues.

If connection is lost to GoToMeeting during virtual participation, then please text all of the following city staff members to communicate the connection issue:

City Clerk Adrienne Breittfelder: 563-581-6473
City Manager Mike Van Milligen: 563-590-1659
City Attorney Crenna Brumwell: 563-564-5996
Assistant City Manager Cori Burbach: 563-564-0343

Please do not text other council members during the City Council meeting. Texting other council members during a public meeting may result in public scrutiny that could lead to open records requests for all city council members' text messages.

If there are issues connecting to GoToMeeting, first try logging out and logging back into the meeting. If the connection issue persists, then attempt to connect to the meeting on a different device. For example, if connection issues occur with an iPad, then try dialing into the meeting via phone. Please keep the above city staff updated on your status of rejoining the meeting.

Public Input at City Council Meetings

If council members individually receive written public input that they would like distributed to the entire city council, then the input may be forwarded to me. I will email the input to the entire City Council and will announce receipt of the input during the appropriate section of the next City Council meeting. All City Council Members, as well as the City Manager, Assistant City Manager, and myself, are included on the distribution list for the

"Contact Us" submissions from the city's website, so it is unnecessary to forward those notifications to me.

I also wanted to address two questions that I received regarding public participation at the City Council Meetings:

1. How do we communicate our expectations to the public about participation at City Council meetings?

I developed a public input brochure with the Public Information Office to inform the public on the process for providing public input at City Council meetings. This brochure will be included with copies of the agenda for the public at Council Chambers. A copy of the brochure was included on the April 4th Consent Agenda.

2. Are there any protocols for verifying if public input is submitted by non-residents?

There is no limitation prohibiting participation by non-residents. Council members who would like to verify the residency status of participants may input the participant's address into [Beacon](#), a public access portal that allows users to view various County and City information, including residency information. Council members who need clarification on verifying addresses are welcome to contact me.

Please feel free to contact me if you have any questions.

Thank you.

cc: Mike Van Milligen, City Manager
Crenna Brumwell, City Attorney
Cori Burbach, Assistant City Manager

City of Dubuque

CODE OF CONDUCT FOR CITY COUNCIL

Adopted: June 21, 2021

City of Dubuque
Code of Conduct for City Council
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INTRODUCTION

This Code of Conduct is designed to describe the way Council Members should treat one another, City staff, constituents, and others they encounter in representing the City of Dubuque. As elected representatives of the citizens of the City of Dubuque, it is essential that each Council Member's behavior be consistent with the level of responsibilities and duties of governance entrusted to them by the people of the City of Dubuque.

The constant and consistent theme throughout of the Code of Conduct is "respect." Council Members experience tremendous stress in making decisions that could impact thousands of lives. Despite these pressures, elected officials are called upon to always exhibit appropriate behavior. Demonstrating respect for everyone through words and actions is the touchstone that can help guide Council Members to do the right thing in even the most difficult situations. Such respect is the cornerstone of civility.

The overall principles and guidelines contained in this Code of Conduct also describe the way the City Manager, City Clerk, City Attorney, and members of boards and commissions are expected to treat one another, City staff, and all others they encounter in representing the City of Dubuque.

This Code of Conduct is in addition to the roles, responsibilities, procedures, and requirements contained within the Iowa Code and the City of Dubuque Code of Ordinances.

The City Council shall review this Code of Conduct on an annual basis to determine if revisions are necessary. If no revisions are necessary, the City Council shall affirm its dedication to the principles contained herein.

OVERVIEW OF ROLES AND RESPONSIBILITIES

MAYOR

The Mayor serves as the official spokesperson for the City, presides at City Council meetings, sets the City Council agenda with staff, signs documents, assists the City Council in setting goals and advocating policy decisions, and serves as official delegate to the United States Conference of Mayors, National League of Cities, and Iowa League of Cities. The Mayor coordinates directly with City Clerk, City Attorney and City Manager.

MAYOR PRO TEM

The Mayor Pro Tem serves a term of eight (8) months and performs the duties of the Mayor if the Mayor is unable to do so (i.e., chairs City Council meetings, represents the City at ceremonial functions, etc.).

Council Members shall serve as Mayor Pro Tem as provided in City of Dubuque Code of Ordinances Section 1-6-3.

In the event of a vacancy in the office of a Council Member while such Council Member is serving as Mayor Pro Tem, the person appointed or elected to fill such vacancy shall serve the remainder of the term of Mayor Pro Tem.

When neither the Mayor nor the Mayor Pro Tem are available, or are unable to act, the Council Members in the following order of succession shall serve as temporary chair performing the Mayor's duties:

- Council Member at large who has served the longer consecutive term in office;
- Ward Council Member who has served the next longest consecutive term in office, and so on.

If the consecutive terms of ward Council Members in such order are the same, then in alphabetical order.

VOTING BY MAYOR, MAYOR PRO TEM, AND COUNCIL MEMBERS

All members of the City Council, including those serving as Mayor and Mayor Pro Tem have equal votes.

All Council Members must:

- Demonstrate honesty, integrity, and civility in every action and statement.
- Fully participate in City Council meetings and other public forums while demonstrating respect, kindness, consideration, and courtesy to others.
- Prepare in advance of Council meetings and be familiar with issues on the agenda.
- Make a reasonable effort to address questions with the City Manager before meetings to receive answers to questions regarding the agenda.
- Be respectful of other people's time. Stay focused and act efficiently during public meetings.
- Serve as a model of leadership and civility to the community.
- Inspire public confidence in Dubuque City government.
- Provide contact information to the City Manager's staff in case an emergency or urgent situation arises while the Council Member is out of town.
- Participate in scheduled activities to increase team effectiveness.
- Act in such a way to legally protect the City as an organization.

MEETING CHAIR

The Mayor will chair official meetings of the City Council unless the Mayor Pro Tem or another Council Member is designated as Chair of a specific meeting.

The Chair of meetings:

- Maintains order, decorum, and the fair and equitable treatment of all speakers.
- Keeps discussion and questions focused on the specific agenda item under consideration.
- Makes parliamentary rulings with advice, if requested, from the City Attorney who

acts as an advisory parliamentarian. Chair rulings may be overturned if a Council Member makes a motion as an individual and the majority of Council votes to overrule the Chair.

POLICIES AND PROTOCOL RELATED TO CONDUCT

AGENDA ITEMS

The City Clerk, City Attorney, and City Manager jointly, with the approval of the Mayor, shall determine agenda items for City Council meetings.

Council Members may request in writing to the Mayor that an item be placed on a future agenda with an explanation for the request. Prior to a directive being issued to City staff for research on a potential agenda item, the Mayor will, at a future meeting, introduce the request and explanation for the request to determine if there is Council "consensus" (majority) for the item to be placed on a future agenda.

CEREMONIAL EVENTS

City staff will handle requests for a City representative at ceremonial events. The Mayor will serve as the designated City representative. If the Mayor is unavailable, then City staff will determine if event organizers would like another representative from the City Council. If yes, then the Mayor Pro Tem will be asked to serve as a substitute; if the Mayor Pro Tem is unavailable, the request will go to Council Members in the order of their seniority. Invitations received at City Hall are presumed to be for official City representation. Invitations addressed to individual Council Members at their homes are presumed to be for unofficial, personal consideration, unless otherwise indicated, and Council Members are expected to represent the City of Dubuque in a formal capacity.

ENDORSEMENT OF CANDIDATES

Council Members have the right to endorse candidates for all City Council seats or other elected offices in their personal capacities. It is inappropriate to mention personal endorsements during City Council meetings or other official City meetings. It is prohibited for Council Members to endorse candidates for City Council seats or other elected offices in their official capacities.

USE OF CITY PROPERTY AND RESOURCES

Council Members may not use, or permit others to use, any City funds, property, or personnel for profit or for personal convenience or benefit, except:

- a. When available to the public generally, or to a class of residents, on the same terms and conditions;
- b. When permitted by policies approved by the local legislative body; or
- c. When, in the conduct of official business, used in a minor way for personal convenience.

LEGISLATIVE PROCESS

The City Council follows parliamentary procedure for the management of meetings. The City Attorney shall act as the City Council's parliamentarian using Robert's Rules of Order as a guideline.

PUBLIC COMMENT ON AGENDA AND NON-AGENDA ITEMS

During a designated period of the agenda, the public may comment on any item of interest that is within the subject matter jurisdiction of the City Council. Generally, a speaker will be limited to five (5) minutes. The total time available for public comment shall be thirty (30) minutes.

The Council may not act on or discuss any item that does not appear on the City Council meeting agenda.

PUBLIC INQUIRIES

The City Council routinely receives inquiries from the public, mainly through the City website. The City Council will require certain fields of information be provided in order to submit a request via the City website, understanding that some information may be redacted in accordance with the provisions of Iowa Code §22.7 upon submission of an open records request. The City Manager shall see that a person submitting an inquiry receives a response. This does not preclude a Council Member from also responding to a citizen inquiry.

Requests from the public to create a new ordinance, or to amend an existing ordinance, shall be submitted in writing to the City Clerk.

City staff will prepare official letters in response to public inquiries and concerns, as appropriate. These letters will carry the signature of the Mayor unless the Mayor requests the City Manager sign the letters.

If correspondence is addressed only to one Council Member, that Council Member should generally check with the City Manager, City Attorney, or City Clerk on the best way to respond to the sender. In the event a Council Member, as an elected representative, feels compelled to express an opinion on a matter, it shall be with the express understanding and stated as such, that it is the Council Member's personal opinion and does not in any way represent the position of the City Council. Nor under any circumstances, should a Council Member state or attempt to represent the position of the City Council or of another Council Member.

Council Members may receive public inquiries via email and may choose to respond directly via email. All such correspondence is considered a public record and should be treated as such. As with official letter responses to public inquiries, if a Council Member feels compelled to express an opinion on a matter, it shall be with the express understanding, and stated as such, that it is the Council Member's personal opinion and does not in any way represent the position of the City Council.

PUBLIC HEARING MEETING PROTOCOL

The applicant or appellant shall have the right to speak first after staff presentation regarding the item being appealed.

The Chair will determine the length of time allowed for the applicant or appellant. Speakers representing either pro or con points of view will be allowed to follow the applicant or appellant.

The Chair will determine and announce limits on speakers at the beginning of the public hearing process. Generally, each speaker will be allocated five (5) minutes but applicants and appellants, or their designed representatives, may be allowed additional time. If many speakers are anticipated, the Chair may shorten the time limit and/or ask speakers to limit themselves to new information and points of view not already covered by previous speakers. No speaker will be turned away unless he/she exhibits inappropriate behavior.

Each speaker may only speak once during the public hearing unless the City Council requests additional clarification later in the process. After the close of the public hearing, no more public testimony will be accepted unless the Chair reopens the public hearing for a limited and specific purpose.

The applicant or appellant will be allowed to make closing comments.

The Chair has the responsibility to run an efficient public meeting and has the discretion to modify the public hearing process to make the meeting run smoothly and/or accommodate extenuating circumstances.

Established protocol dictates that Council Members do not express opinions during the public hearing portion of the meeting except to ask pertinent questions of the speaker or staff. To maintain proper public decorum, it is important that Council Members refrain from arguing or debating with the public during a public hearing and always show respect for different points of view.

Main motions may be followed by amendments, followed by substitute motions. Any Council Member may call for a point of order. Only Council Members who voted on the prevailing side may make motions to reconsider. Council Members who desire to make the first motion on issues that they feel strongly about should discuss their intentions with the Chair in advance of the City Council meeting.

CITY COUNCIL CONDUCT WITH ONE ANOTHER

City councils comprise individuals with a wide variety of backgrounds, education, personalities, values, opinions, and goals. Despite this diversity, all City Council members have chosen to serve in public office to preserve and protect the present and the future of the community. In all cases, this common goal respectfully acknowledges

this potential diversity of opinion and viewpoint even as Council Members may "agree to disagree" on contentious issues.

IN PUBLIC MEETINGS

During public meetings, Council Members should:

- Use formal titles.

Council Members should generally refer to one another formally during public meetings as Mayor, Mayor Pro Tem, Council Member followed by the individual last name, or the Member's preferred title (Mr., Mrs., Ms., Miss, etc.) followed by the individual's last name.

- Practice civility and decorum in discussions and debate.

Difficult questions, tough challenges to a particular point of view, and criticism of ideas and information are legitimate elements of a free democracy in action. This does not, however, grant the right for Council Members to make belligerent, personal, impertinent, slanderous, threatening, abusive, or disparaging comments.

No shouting or physical actions that could be construed as threatening and otherwise disruptive will be tolerated. Disruptive behavior, at the direction of the Council, can result in expulsion from the proceedings.

- Honor the role of the Chair in maintaining order.

It is the responsibility of the Chair to keep the comments of Council Members on track during public meetings.

Council Members should honor efforts by the Chair to focus discussion on current agenda items. If there is a disagreement about the agenda or the Chair's actions, those objections should be voiced politely and with reason, following parliamentary procedures. Differences of opinion of what constitutes appropriate versus inappropriate shall be resolved by consensus of the full Council at an appropriate time.

- Avoid personal comments that may offend other Council Members.

If a Council Member is personally offended by the remarks of another Council Member, the offended Council Member should make notes of the actual words used and call for a "point of personal privilege" that challenges the other Council Member to justify or apologize for the language used. The Chair will maintain control of the discussion.

- Demonstrate effective problem-solving approaches.

Council Members have a public stage to show how individuals with different points of view can find common ground and seek a compromise that benefits the community.

- Refrain from sidebar conversations with other members of the Council, staff, or board/commission members.
- Attain efficiency by simply stating "I agree", rather than restating a point.
- Feel comfortable communicating the reasoning for their voting decision. After the decision has been made, Council Members should acknowledge and accept the body's decision and move forward.
- Vote on all matters before the City Council unless a conflict of interest exists. In the event a conflict of interest is present, a City Council member should announce the conflict and abstain from voting.
- Avoid ex parte communication with other members of the body or members of the public on matters on the agenda, with exceptions for emergencies.
- Avoid the use of electronic devices and phones during meetings.
- Focus attention on the speaker presenting to the body.

IN CLOSED SESSION

The same rules of conduct and civility shall apply in a closed session, just as they would in a regular open meeting of the City Council.

Council Members will receive information that is confidential in closed session or through written communication. Disclosure of confidential information to individuals outside of City Council members, City staff, or other City representatives may be a violation of the attorney-client or other legal privileges. The privileges are held by the City Council as a whole. Only the City Council acting as a full body can waive privileges. It is a breach of these protocols and a violation of their fiduciary duty for an individual Council Member to provide confidential or privileged information to a third party prior to final action by the City Council on an item in open session. This protocol shall not be construed as prohibiting the City Manager or the City Attorney from distributing confidential information to other City staff to the extent reasonably necessary to implement Council direction or fulfill their responsibilities to the organization. Any staff member receiving such information is also subject to the privilege and may not waive the privilege.

No recordings shall be made by a Council Member during closed session. The only recording shall be the recording by the City Clerk required by law.

Council Members may not use confidential information obtained formally or informally as part of their work for the City for personal benefit or make such information available in a

manner where it would be reasonably foreseeable that the Council Member would benefit from it.

Final action by any governmental body on matters discussed in closed session will be taken in an open session unless prohibited by Iowa Code. Council Members may speak publicly on an item that previously appeared in closed session, only after the body has taken final action in a public session of the body on the item and the comments must be limited to the publicly available information.

IN PRIVATE ENCOUNTERS

In private encounters, Council Members should:

- Continue respectful behavior.

The same level of respect and consideration in differing points of view that is deemed appropriate for public discussions should be maintained in private conversations.

Be aware that the insecurity of written notes, voicemail messages, email, and social media and platforms allow words written or said without much forethought to be distributed wide and far. It could create unpleasant consequences and cause embarrassment. Written notes, voicemail messages, email, and social media platforms should be treated as potentially "public" communication and part of the public record.

- Be aware that private conversations can have a public presence.

Elected officials are always on display - their actions, mannerisms, and language are monitored by people around them that they may not know. Conversations occurring at lunch with friends will be eavesdropped upon, parking lot exchanges and debates will be watched, and casual comments between individuals before and after public meetings noted.

Council Members must always behave in a manner reflective of the trust placed in them by the public.

COUNCIL CONDUCT WITH CITY STAFF

Every effort should be made to be cooperative and show mutual respect for the contributions made by everyone for the good of the community. The City of Dubuque is governed by the council-manager-ward form of government in Iowa Code §372.6.

The City Council makes policies and fundamental governmental decisions; the City Manager is charged with implementing those policies and decisions and administering

the day-to-day affairs of the City with the assistance of the City Manager's staff.

The City Council has direct authority over the City Manager, the City Clerk, and the City Attorney; all other employees of the City are under the direct authority of the City Manager.

Following this hierarchy is important to the success of the basic structure and to maintaining positive and effective working relationships between the City Council and employees and will prevent any confusion and/or inefficiency associated with potentially contradictory direction.

City Council members should:

- Treat all staff as professionals.

Clear, honest communication that respects the abilities, experience, and dignity of everyone is expected. Poor behavior toward staff is improper, disrespectful, and, as such, inappropriate and unacceptable.

- Limit contact to specific City staff.

Questions of City staff and/or requests for additional information or services should be directed only to the City Manager. If, in the opinion of the City Manager, the request makes sense and requires little staff time and/or resources, the City Manager can direct the appropriate department to fulfill the request.

- Not disrupt City staff from their jobs.

To maintain efficiency in daily activities, it is important that Council Members not disrupt City staff while they are in meetings, on the telephone, or engaged in performing their job functions to have their individual needs met.

- Respect City staff time.

Given ongoing fiscal constraints and limited staff and City Council time, individual Council Members should minimize memos and maximize face-to-face interaction with other Council Members or staff.

In this respect, individual Council Members should schedule meetings with their counterparts or the City Manager depending on the issue to be discussed. As a matter of courtesy and mutual respect, Council Members and staff should keep their scheduled meetings or call in advance to cancel or reschedule. Council Members should also remain cognizant of open meeting legal requirements.

- Request information.

All Council Members will receive the same material and information to make legislative and other policy decisions and all requests for information should be made to the City Manager to ensure consistency.

If a Council Member requests research on an issue, the City Manager shall provide such research if it does not require extensive time or effort. The City Manager shall determine if the research is "extensive" or not. If the issue is complex and requires extensive staff time, the request must be approved by the City Council.

If a Council Member needs to review a document maintained in the City's records system, upon request to the City Manager, City staff will retrieve the requested document. The City Manager is legally responsible for the management and retention of City records, and only City staff is authorized to retrieve information from the records system.

Because of the associated costs, individual Council Members shall not make direct contact to City or Agency consultants or outside legal counsel requesting information, research, or service. Any request should be directed to the City Manager.

Confidential private financial statements are not provided to individual Council Members or the City Council without the concurrence of the City Attorney.

- Never publicly criticize an individual employee.

Council Members should never express concerns about the performance of a City employee in public, to the employee directly, or to the employee's manager. Comments about staff performance should only be made to the City Manager through private correspondence or conversation.

- Not get involved in administrative functions.

To prevent raising concerns of misdeeds, or questionable motives, Council Members must not attempt to influence City staff on the making of appointments, awarding of contracts, selection of consultants, processing of development applications, or granting of City licenses and permits.

- Check with City staff on correspondence before acting.

To prevent conflicting statements or duplications, the Mayor, through consultation with the City Manager, should respond to communications addressed to the entire City Council. When it is unclear whether some correspondence is to an individual Council Member or the City Council as a whole, Council Members should consult with the Mayor or City Manager to determine the appropriate response.

- Council Members are discouraged from representing a viewpoint when attending public meetings with City staff unless requested by the City Manager.

Council Members correctly feel their presence at public meetings demonstrates an interest in the issue. However, such presence may also leave the public with an impression of the Council Member's position on the issue that may or may not be the position of the Council Members or the City Council.

Even if the Council Member does not comment at the public meeting, the Council Member's presence may impact the meeting by implying support, showing partiality, intimidating staff, and hampering City staff's ability to do their job objectively. This possible impact should be avoided because when the item does come before the City Council, Council Members' deliberative process may have produced a different outcome, which may be viewed as the Council Member misleading the public.

Staff will always provide the public with this explanation of why the City Council is not present at the meeting.

- Request additional staff support.

Requests for additional staff support, even in high priority or emergency situations, should be made to the City Manager or Assistant City Manager, City Attorney, or City Clerk, depending on who is responsible for allocating City resources for the situation to maintain a professional, well-run City government.

- Not solicit political support from staff.

Council Members should not solicit any type of political support (financial contributions, display of posters or lawn signs, name on support lists, etc.) from City staff. City staff may, as private citizens with constitutional rights, support political candidates, but all such activities must be conducted away from the workplace.

- Critical comments about staff shall only be made to the City Manager and only through correspondence or conversation outside a public setting.
- Council members shall follow proper procedures to request information and submit requests. Proxies shall not be used to avoid following proper procedures.

COUNCIL CONDUCT WITH THE PUBLIC

IN PUBLIC MEETINGS

Making the public feel welcome is an important part of the democratic process. No signs

of partiality, prejudice, or disrespect should be evident on the part of individual Council Members toward an individual participating in a public forum. Every effort should be made to be fair and impartial in listening to public comments.

Council Members should:

- Be welcoming to speakers and treat them with care and respect.

Remember that most people who address the City Council are not professional speakers and are not accustomed to speaking in public and even those that are may be intimidated by the situation.

- Be fair and equitable in allocating public hearing time to individual speakers.

Public hearings provide the opportunity for the public to provide comment and feedback to the City Council on issues that are of importance to them and sometimes these comments can cause the meeting to go much longer than anticipated. However, each member of the public who wishes to speak should be given equal consideration and attention and not rushed, but each speaker is expected to stay within the allocated time.

- Actively listen.

Listening is a critically important skill. In the interest of courtesy and decorum, Council Members should listen patiently to various opinions from all quarters.

It can be disconcerting to speakers to have Council Members not look at them when they are speaking. It is fine to look down at documents or to make notes but reading for a long period of time or gazing around the room gives the appearance of disinterest and may unintentionally offend the speaker.

As a public official it is also important to be aware of facial expressions, especially those that could be interpreted as "smirking", disbelief, anger, or boredom.

- Ask for clarification but avoid debate and argument with the public.

Only the Chair - not individual Council Members - can interrupt a speaker during a presentation. However, a Council Member can ask the Chair for a point of order if the speaker is off topic or exhibiting behavior or language the Council Member finds inappropriate.

If speakers become flustered or defensive by Council Member questions, it is the responsibility of the Chair to calm and focus the speaker and to maintain the order and decorum of the meeting.

Questions by Council Members to members of the public speaking should seek to

clarify or expand information. It is never appropriate for elected officials to challenge or belittle a speaker. Council Members' personal opinions or inclinations about upcoming votes should not be revealed until after the public hearing is closed.

- Not communicate electronically with citizens about agenda items during a meeting.
- Not engage in personal attacks of any kind under any circumstance.

Council Members should be aware that their body language and tone of voice may appear to be intimidating or aggressive to some speakers.

- Follow adopted parliamentary procedure in conducting public meetings.

The City Attorney serves as parliamentarian for the City and is available to answer questions or interpret situations according to parliamentary procedures. Final rulings on parliamentary procedure are made by the Chair, subject to an appeal by the full City Council.

IN UNOFFICIAL SETTINGS

Council members should:

- Make no promises on behalf of the City Council.

No individual Council Member has the authority to represent or make commitments on behalf of the City Council unless such person has explicitly been authorized by the respective body.

Council Members will frequently be asked to explain a City Council action or to give their opinion about an issue as they meet and talk with constituents in the community. It is appropriate to give a brief overview of City policy and to refer to City staff for further information.

It is inappropriate to promise City Council action overtly or implicitly or to promise City staff will do something specific (fix a pothole, remove a street tree, plant new flowers in the median, etc.).

- Make no personal comments about other Council Members.

It is acceptable to publicly disagree about an issue, but it is unacceptable to make derogatory comments about other Council Members, their opinions, and actions. Doing so may undermine confidence in and respect for the City Council as a body.

Remember that the City of Dubuque is a small town at heart. Council Members are constantly being observed by the community every day that they serve in office. The behaviors demonstrated, and comments made serve as models for

proper deportment in the City. Honesty and respect for the dignity of everyone should be reflected in the words and actions taken by Council Members. It is a serious and continuous responsibility.

- Communicate the decisions of Council.

Accurately communicate the majority decisions of the City Council even if you personally disagree with the decision. Acknowledging and accepting the decisions of the body affirms the respect and integrity of the decision-making process.

COUNCIL APPOINTMENTS AS COUNCIL REPRESENTATIVE

When appointed to a board, committee, or commission on behalf of the City attendance at meetings is expected. If attendance is an issue due to the timing of the meetings this shall be discussed with the Mayor to explore an opportunity to appoint a different member to the board to properly represent the City with said organization. Examples: Dubuque Racing Association, Dubuque Chamber of Commerce, Greater Dubuque Development Corporation, Dubuque Main Street.

COUNCIL CONDUCT WITH OTHER PUBLIC AGENCIES

Council Members should:

- Be clear about representing the City versus personal interests.

If a Council Member appears before another governmental agency or organization to give a statement on an issue, the Council Member must clearly state if the Council Member's statement reflects the Council Member's personal opinion or the official position of the City Council and whether it is the majority or minority position of the City Council. If the Council Member is representing the City, the Council Member must support and advocate the official City position on an issue, not a personal position. If the Council Member is representing another organization whose position is different from the position of the City, the Council Member should withdraw from voting on the issue if it significantly impacts or is detrimental to the City's interests.

Council Members should be clear about which organizations they represent and inform the Mayor and Council of their involvement.

- Be clear in correspondence about representation.

City letterhead may be used when the Council Member is representing the City

and the City's official position. A copy of the correspondence should be given to the City Clerk to be filed as part of the permanent public record.

City letterhead shall not be used for correspondence of Council Members representing a personal point of view or a dissenting point of view from an official City Council position.

COUNCIL MEMBER CONDUCT WITH COMMISSIONS, COMMITTEES, AND BOARDS

The City has established commissions, committees, and boards as a means of gathering more community input. Citizens who serve as such commissions, committees, and boards become more involved in government and serve as advisors to the City Council. They are a valuable resource to the City's leadership and should be treated with appreciation and respect.

Council Members should:

- If attending a commission, committee, or board meeting, be careful to primarily listen and only express the Council Member's own opinions, unless officially representing the Council at the meeting for a specific purpose which has been previously decided by the Council as a body.

Council Members may attend any commission, committee, or board meeting, which are always open to any member of the public. However, Council Members should be sensitive to the way their participation, especially if it is on behalf of an individual, business, or developer, could be viewed as unfairly affecting the process.

Any public comments by a Council Member at a commission, committee, or board meeting should be clearly made as the Council Member's own opinion and not a representation of the position of the City Council.

- Limit contact with commission, committee, or board members to questions of clarification.

It is inappropriate for a Council Member to contact a commission, committee, or board member to lobby on behalf of an individual, business, or developer. It is acceptable for Council Members to contact commission, committee, or board members to clarify a position taken by the commission, committee, or board.

- Remember that commissions, committees, and boards serve the community, not individual Council Members.

The City Council appoints individuals to serve on commissions, committees, and boards and it is the responsibility of these groups to follow policy established by the City Council.

Commission, committee, and board members do not report to individual Council Members, nor should Council Members feel they have the power or right to threaten members with removal if they disagree with them about an issue.

Appointment and reappointment to a commission, committee, or board is governed by the Code of Ordinances and should be based on such criteria as expertise, ability to work with staff and the public, commitment to the community, and to fulfilling official duties.

- Be respectful of diverse opinions.

A primary role of commissions, committees, and boards is to represent many points of view in the community and to provide the City Council with advice based on a full spectrum of concerns and perspectives.

Council Members may have a closer working relationship with some individuals serving on commissions, committees, and boards, but Council Members must be fair and respectful of all citizens serving on commissions, committees, and boards.

- Keep political support away from public forums.

Commission, committee, and board members may offer political support to a Council Member, but not in a public forum while conducting official duties. Conversely, Council Members may support commission, committee, or board members who are running for office, but not in an official forum in their capacity as a Council Member.

COUNCIL CONDUCT WITH THE MEDIA

Council Members are frequently contacted by the media for background and quotes.

Advice for Council Members dealing with the media:

- Never go "off the record".

Most members of the media represent the highest levels of journalistic integrity and ethics and can be trusted to keep their word. But one bad experience can be catastrophic. Words that are not said cannot be quoted.

- Avoid saying "no comment".

This statement can easily be misconstrued. If a Council Member does not have the information available, it is best to say so and let the media know when the information will be available, that information is still being gathered, and then make certain to ensure there is follow through to provide further response to the individual. Follow through can be, but is not limited to, a referral to a designated point person for a particular matter.

- Don't be afraid to say, "I don't know".

If a Council Member does not know the answer to a question, it is best to just say so, then find out. It is helpful to ask the media for their deadline and then get back to them on time.

- Don't speculate; avoid hypothetical questions.
- Be positive, not defensive.
- Think twice, speak once. Choose words carefully and cautiously.
- Don't fill the silence.

Silence can be a tool used by the media to keep a Council Member talking in hopes of obtaining more information. The only thing that should be said to fill a silence is the Council Member's own prepared key message(s).

- Don't lose your composure.

A Council Member may win the battle but will always lose the war.

- Don't argue with the media.

Arguing with the media is a no-win situation. A Council Member who is calm in temperament will sound like a sensible adult, and a good image to convey. Keep in mind that editing has final control, and an argument may be the only thing shown on the evening news.

- Never lie.

It is better not to express an opinion than to fabricate a response that may not be entirely factual and would tend to mislead the press.

- Inform the City Manager or Public Information Officer if you are misquoted in a news story or by the media, as there may be an opportunity to request a correction or clarification.
- Providing comment and opinion to the media on matters of public concern or that

will come before the body in an upcoming public meeting outside of a public meeting is acceptable as the information will be distributed to the public as a result of the conversation.*

*One caveat to this is zoning matters. When contacted by the media on a zoning matter, Council Members should review the legal parameters associated with the specific type of rezoning requested. A discussion with the City Attorney is advised as a precaution.

COUNCIL CONDUCT WITH LEGISLATORS

Council Members should rely on the City's Legislative Priorities when communicating with legislators. When issues come up during legislative session beyond the City's Legislative Priorities, the City Manager will be the coordinator of information on the particular issue to be provided for City Council use.

SANCTIONS

PUBLIC DISRUPTION

Members of the public who do not follow proper conduct after a warning in a public hearing may be barred from further speaking at that meeting or removed from the City Council Chambers.

INAPPROPRIATE STAFF BEHAVIOR

City staff members who do not follow proper conduct in their dealings with Council Members, other City staff, or the public will be referred to the City Manager. Employees may be disciplined by the City Manager in accordance with City policies and procedures.

COUNCIL MEMBERS BEHAVIOR AND CONDUCT

City Council Members who intentionally and repeatedly do not follow proper conduct as outlined in this Code of Conduct may be reprimanded or formally censured by the City Council, lose seniority or committee assignments (both within the City or with intergovernmental agencies), or have official travel restricted. Serious infractions of this Code of Conduct could lead to other sanctions as deemed appropriate by the City Council.

It is the responsibility of the individual Council Member to initiate action if a Council Member's behavior may warrant sanctions. The alleged violation(s) may be presented to the full City Council in a public meeting. The City Council may issue public censure should a Council Member be found in violation of this Code of Conduct. If a violation of this Code of Conduct is outside of the behaviors observed by the City Council, then subsequent investigation and potential sanctions may be reviewed and approved by the City Council.

City Council Members who are alleged to be in violation of Iowa law or guidelines may be referred to the appropriate agencies. The applicable state code sections include:

66.1A Removal by court.

Any appointive or elective officer, except such as may be removed only by impeachment, holding any public office in the state or in any division or municipality thereof, may be removed from office by the district court for any of the following reasons:

1. For willful or habitual neglect or refusal to perform the duties of the office.
2. For willful misconduct or maladministration in office.
3. For corruption.
4. For extortion.
5. Upon conviction of a felony.
6. For intoxication, or upon conviction of being intoxicated.
7. Upon conviction of violating the provisions of chapter 68A.

66.2 Jurisdiction.

The jurisdiction of the proceeding provided for in this chapter shall be as follows:

1. As to state officers whose offices are located at the seat of government, the district court of Polk county.
2. As to state officers whose duties are confined to a district within the state, the district court of any county within such district.
3. As to county, municipal, or other officers, the district court of the county in which such officers' duties are to be performed.

66.3 Who may file petition.

The petition for removal may be filed:

1. By the attorney general in all cases.
2. As to state officers, by not fewer than twenty-five electors of the state.
3. As to any other officer, by five registered voters of the district, county, or municipality where the duties of the office are to be performed.
4. As to district officers, by the county attorney of any county in the district.
5. As to all county and municipal officers, by the county attorney of the county where the duties of the office are to be performed.

SOCIAL MEDIA GUIDANCE

Understanding Council Members may opt to manage multiple social media accounts, this information is intended to provide guidance.

Council Members have options related to social media platforms. They include:

- Avoiding social media.
 - No legal risk.
 - Limits forms of communication to and from the public.

- Limits information sharing opportunities with constituents.
- Information-only site.
 - Limits the risks of First Amendment violations.
 - Loss of interaction with citizens.
- Fully interactive social media platform presence.
 - Maximizes benefits of social media.
 - Be prepared for First Amendment disputes.

Council Members may maintain the following pages or accounts:

- Personal
- Official Council Person Page/Account
- Campaign Page/Account

Council Members should clearly distinguish private social media accounts by adding disclaimers on election and personal accounts, and not using the account for City business. Official Council Member pages/accounts may not be used for campaign-related purposes.

Social media should not be used to conduct official City business other than to informally communicate with the public. Polls on issues should be avoided as it may lead to publicizing a Council Member's position on an issue outside of a public meeting.

Examples of business that may not be conducted through social media are:

- policy decisions
- official public notices
- discussing items of legal, governmental, or fiscal significance that have not previously been released to the public through official channels like the City's website or Council meetings.

Stick with helpful but non-controversial posts.

Official Council Member pages are public forums and must follow the requirements of the First Amendment. Deleting or suppressing comments or blocking users from social media platforms on the basis of viewpoint is unconstitutional. Content which is outside the regulation of the First Amendment (obscenity, true threats, abusive and harassing speech) may be restricted, but should be done with caution and in consultation with the City Attorney. Reasonable limitations may be placed on the number of times specific users may comment or post to ensure the discussion remains engaging, informative, and productive. A limit should be set in discussions with the City Attorney. Advertising and solicitations may be restricted. Due process is required if a user will be limited in relation to a Council Member's official social media platform and should be addressed through the City Attorney.

The content and tenor of all social media communications should model the same professional behavior required by this Code of Conduct.

Posts by Council Members regarding quasi-judicial issues, where the City Council acts in a manner similar to a court, are prohibited. Example: zoning applications.

Council Members' social media sites should contain links directing users back to the City's official website for in-depth information, forms, documents, or online services.

When Council Members use social media to comment on a City issue, Council Members should add value to the conversation by staying focused on the issue. They should not post comments amounting to name-calling or ridiculing of colleagues, staff, or residents.

Communications posted by Council Members should include the following disclaimers:

"The views expressed here do not represent those of the City Council or the City of Dubuque but my views as an individual. Responses by other Council Members may be limited as state law prohibits discussion of City business outside open public meetings; comments posted in response to Council Member communications may be subject to disclosure under the open records laws."

To demonstrate openness and a willingness to listen to the entire community, Council Member posts on social media sites should be made through a public-facing page or by marking individual posts as available to the public as a whole. Council Members must refrain from using official Council Member pages or accounts to participate or comment within closed groups or on private pages/accounts. Back and forth communications among Council Members on social media platforms should be avoided because such communications may constitute serial meetings in violation of the open meetings law. Refraining from commenting on other Council Members' social media posts will help to avoid such violations. Social media content related to the conduct of government business or the performance of any governmental or proprietary function is subject to disclosure as required by open records laws and records retention requirements.

Council Members may be called upon to produce social media content in response to public records requests. All social media content with retention value must be maintained for the required retention period on a City server in an easily accessible format that preserves the integrity of the original record to the extent possible. Council Member postings to social media sites must be retained by the posting Council Member. Printing electronic records does not satisfy retention requirements. Social media postings should be captured by screen shots or other formats and emailed to the Council Member's City email account. Members should consult with the City Clerk's Office for assistance with retention questions.

To keep a personal account from becoming subject to public records requirements, consider some basic precautions:

Do:

- Post a disclaimer on the personal account that identifies the account purpose and that the opinions expressed are the Council Member's own opinions.

- Limit the account content to personal use.
- Understand and use privacy settings to manage the account.
- Have a plan in place to respond to or forward City-related comments to the City, including how the record is retained.

Don't:

- Write posts on personal accounts that would fit within the scope of the role as a Council Member.
- Discuss private accounts in public meetings or documents.
- Link to the private accounts from an official City account.
- Use City devices to maintain a private account.

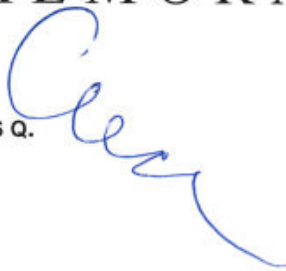
FORMER COUNCIL MEMBERS

When a member no longer serves officially, all social media pages should either:

- 1) Transition to indicate a title of "Former Council Member" clearly, or
- 2) Be unpublished/de-activated and archived content from that account will be retained according to Iowa open record laws.

MEMORANDUM

CRENNA M. BRUMWELL, ESQ.
CITY ATTORNEY



TO: Mayor Roy D. Buol and Members of the City Council
DATE: November 16, 2020
RE: City Council Function in Rezoning

Background

In 2006 the Iowa Supreme Court issued a decision in *Sutton vs. Dubuque City Council* which changed the City Attorney's recommendation for the Mayor and City Council related to rezoning matters. From 2006 through early 2017 the Mayor and City Council, as well as the Zoning Advisory Commission, have considered rezoning a quasi-judicial proceeding which limited the Mayor and City Council, as well as the Zoning Advisory Commission, to basing the body's decision strictly upon the information received during the public hearing. Ex parte contact and communication were prohibited as were site visits.

In 2017, the Iowa Supreme Court issued a decision which clarified the Court's decision in *Sutton*. In *Residential and Agricultural Advisory Committee, LLC. v. Dyersville City Council*, the Court held that an

"underlying decision to rezone was a legislative foundation and the council was therefore not required to make findings of fact or provide for a more formal proceeding similar to a judicial proceeding."

The Court further stated that,

"there are some situations in which a zoning decision can take on a quasi-judicial nature that may necessitate a different standard of review,"

And

"the quasi-judicial character of municipal rezoning is particularly evident in matters involving PUD zoning."

The most relevant holding of the case found,

"the city council was acting in a legislative function in furtherance of its delegated police power. The council was not sitting to "determin[e] adjudicative facts to decide the legal rights, privileges or duties of a particular party based on that party's particular circumstances.....**the council weighed all of the information, reports, and comments available to it in order to determine whether the rezoning was in the best interest of the city as a whole.**" (emphasis added).

The Dyersville case indicated the Mayor and City Council can, and should, consider and weigh all information available to it in making a traditional rezoning decision. The same holds true for the Zoning Advisory Commission. The prior limitation prohibiting contact with the applicant, supporters, opponents, or city staff in addition to site visits only remains in effect when a rezoning request involves a Planned Unit Development. While the Court's decision did not address an institutional designation, it is my opinion a rezoning request involving the ID Institutional designation would also be considered a quasi-judicial proceeding.

Conclusion

The Mayor and City Council, as well as the Zoning Advisory Commission, for traditional rezoning requests, may communicate with anyone interested in discussion on a rezoning(s) and should consider any information available in furtherance of the bodies obligation to determine whether a rezoning is in the city's best interest.

A process for differentiating the types of rezoning requests has been created and is attached. Rezoning requests going forward will notify the Council as to the type of rezoning, so Council can properly handle communications on the matter.

Please let me know if you have any questions. Thank you.

Attachment

cc: Michael C. Van Milligen, City Manager
Adrienne N. Breitfelder, City Clerk
Barry Lindahl, Esq., Senior Counsel
Wally Wernimont, Planning Services Manager

Citations:

Sutton vs. Dubuque City Council, 729 NW 2d 796 (Iowa 2006)

Residential and Agricultural Advisory Committee, LLC vs. Dyersville City Council, 888 N.W. 2d 24 (Iowa 2016). Rehearing Denied January 17, 2017.

CITY OF DUBUQUE CITY COUNCIL

COMMUNICATION POLICY FOR REZONINGS

- Section 1. There are specific rules related to City Council communications on rezoning requests based on Iowa Supreme Court decisions. The rules depend on the type of rezoning which is requested. The communication rules differ if the case is a traditional or a quasi-judicial rezoning.
- Section 2. Traditional rezoning is from one "standard" zoning district to another, such as OS Office Service to C-3 Commercial, and conditional rezonings. With a traditional rezoning, which is considered a legislative matter, City Council members can, and should, consider and weigh all information available and there is no limitation on communications with the applicant, supporters, opponents, or city staff or site visitation.
- Section 3. Quasi-judicial rezoning is a "specialized" zoning like a PUD Planned Unit Development or ID Institutional District that involves a conceptual development plan and custom regulations. City Council members are prohibited from having contact with the applicant, supporters, opponents, or city staff or conducting site visits. The decision must be based **only** upon information that is presented during the public hearing.
- Section 4. Iowa law for ex parte communications for quasi-judicial rezoning requests is to accept presentation of verbal comments **only** at the public hearing and to refrain from site visits or activity outside of the public hearing.
- Section 5. For traditional rezoning requests, Iowa law permits ex parte communication with applicants, supporters, opponents, or city staff or conducting site visits. The best practice and policy of the City Council is:
- a. to request that interested parties submit all written comments, including electronic comments, prior to the public hearing, to the City Clerk for presentation at the public hearing.
 - b. to conduct site visits together as an entire City Council adhering to all open meetings requirements triggered by such visits.
- Section 6. For purposes of consistency and transparency, site visits conducted together by the entire City Council and communication through the City Clerk are strongly preferred.

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Public vs. Private Nuisance

There are two types of nuisance:

- 1) Public nuisance and
- 2) Private nuisance.

A public nuisance interferes with a communal right of the public as a class, NOT merely one person or a group of citizens. A public nuisance may lead to pursuit of a civil injunction or a criminal prosecution.

A public nuisance is an act or omission which obstructs, damages, or inconveniences the rights of the community. Said another way, a public nuisance arises when the act or omission threatens the health, safety, comfort, convenience, or welfare of a community at large. Examples of public nuisances:

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| Public health: | Keeping of diseased animals, conditions conducive to the breeding of disease harboring pests |
| Public safety: | Shooting fireworks into the streets, storing explosives, practicing medicine without a license |
| Public obstruction: | Obstructing a highway, creating unsafe travel conditions |

A private nuisance is for an individual or a "definite group of people", as opposed to the community at large. Private nuisance is a civil wrong based on the unreasonable, unwarranted, or unlawful use of one's property that interferes with the private use and enjoyment of another individual's property. A land owner is entitled to a certain level of comfort free from interference while on his/her private property. Private nuisance can come in the form of physical damage to the property or the disturbance of comfort.

Examples of private nuisances:

Interference with the physical condition of the land

- Tree falls from one private property across a property line onto another private property
- Vibration or blasting on nearby property which damages a home
- Pollution resulting in the destruction of a property owners' crops

Interference with the comfort, convenience, or health of an occupant:

- Odors
- Smoke
- Dust
- Excessive light
- Loud noises (Neighbor's dog barks all night long keeping individual awake)

which impact an individual or group of individuals'.

The public nuisance ordinance is applicable to the enumerated nuisances when the public as a class is impacted. The condition complained of would potentially be a private nuisance, but is not a public nuisance.

SECTION 7

MAYOR AND CITY COUNCIL IN ACTION: GOVERNANCE GUIDE 2026-2027

Mayor and City Council Success means...

► Mayor and City Council Success means...

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Mayor and City Council Desired Community Image means...

► Mayor and City Council Desired Community Image means...

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Mayor and City Council

How I Want to Be Treated...

► I Want to Be Treated...

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Mayor and City Council Success Means...

»» Success Means...		PRIORITY
1. Dubuque is a safe city		
2. City services are meeting the residents' needs		
3. City services are what residents want		
4. Our resident see Dubuque as a successful city and community		
5. City services are provided in a financially responsible manner		
6. Dubuque is a growing city and community – population, economy		
7. Mayor and City Council operates in an effective and efficient manner – without drama		
8. Mayor and City Council are striving to be the best		
9. Mayor and City are listening to residents		
10. Mayor and City Council are working collaboratively with City staff and strategic partners		

Mayor and City Council Success Means...

»» Success Means...		PRIORITY
11. Mayor and City Council are respecting one another publicly and privately		
12. Mayor and City Council are encouraging and engaging in conversation – each has a voice		
13. Mayor and City Council are staying true to the goals and priorities during strategic planning, budgeting, policy deliberation and decision making		
14. Mayor and City Council are encouraging community connections and participation		
15. Mayor and City Council are working as a team – making Dubuque the best city it can be		
16. Mayor and City Council have effective discussion leading to good solutions and decisions		
17. Mayor and City Council are building community partnerships to leverage available resource		
18. Mayor and City Council are keeping our feet grounded in today and our eyes looking toward the future		
19. Mayor and City Council are able to have disagreement and differing points of view, but rally in a unified direction		
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Mayor and City Council Success Means...

»» Success Means...	PRIORITY	
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Mayor and City Council Desired Community Image Means...

»» Desired Community Image Means...		PRIORITY
1. Mayor and City Council are respected by our Dubuque residents and community		
2. Mayor and City Council are servant leaders		
3. Mayor and City Council are effective voices for the community		
4. Mayor and City Council are drama-free		
5. Mayor and City Council are effective voices of our Dubuque community		
6. Mayor and City Council are the example of civility for others to follow		
7. Mayor and City Council are recognized locally and statewide as one of the most successful and effective governing bodies in Iowa – the best		
8. Mayor and City Council are accessible and approachable		
9. Mayor and City Council are thoughtful listeners		
10. Mayor and City Council are advocates for residents		

Mayor and City Council Desired Community Image Means...

»» Desired Community Image Means...		PRIORITY
11. Mayor and City Council are examples of respectful behaviors		
12. Mayor and City Council are well-informed		
13. Mayor and City Council are Dubuque community focused		
14. Mayor and City Council are connected to the community		
15. Mayor and City Council are willing to go the extra mile in their service		
16. Mayor and City Council act with integrity		
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Mayor and City Council

How I Want to Be Treated...

»» How I Want to Be Treated...		PRIORITY
1. Treat other with respect in words and actions both publicly and privately		
2. Actively listen to others – strive to understand their message before		
3. Be open to hearing all ideas – new and old		
4. Act with civility		
5. Be considerate of each others’ professional demands and personal demands		
6. Focus your comments fact and topics during discussions – avoid personal attacks or accusations		
7. Seek feedback from others		
8. Have a safe feeling		
9. Come prepared - homework done and ready to discuss issues		
10. When disagreement, agree to disagree and move on to the next issue		

Mayor and City Council

How I Want to Be Treated...

»» How I Want to Be Treated ...		PRIORITY
11. Collaborate with each other to resolve problems, address differences and to make decisions		
12. Support the decisions of Mayor and City Council – they are the City’s policy		
13. Like an imperfect perfectionist		
14. Like a well-intentioned partner		
15. Like someone who wants to understand their point of view		
16. Like someone who is trying their best to say difficult things the best they can		
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House Rules: Our Code of Conduct and Civility

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► **House Rules**

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Importance

► **House Rules**

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Importance

Mayor and City Council Protocol Operating Guidelines

Protocol 1

Simple Information

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- 3.

Protocol 2

Research on a Topic

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- 4.
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Protocol 3

Citizen Service Request

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|----|---------------|----|-------------------------|
| A. | First Contact | B. | Unsatisfactory Response |
| 1. | | • | |

Protocol 4

Agenda

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| A. | Placing an item | B. | Question on item |
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Protocol 5	Urgent Information
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Criteria: 1.

Protocol 6	Communications: Commission and Staff
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Protocol 7	Employee Contact
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| A. Employee initiated | B. Commission initiated |
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Protocol 8	Representative/Liaison
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Protocol 9	Spokesperson
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Protocol 10	Representing Chair – City Commission
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Protocol 11	Work/Study Sessions
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Protocol 12	
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Mayor

Expectations and Actions

➤ Expectations

1. Have a steady temperament
2. Be well-informed and knowledgeable
3. Serve as a advocate on legislative issues – nurturing nonpartisan connections with representatives
4. Be the face of Dubuque and City government
5. Facilitate collaboration among Mayor and City Council
6. Set a positive tone – being respectful at all times
7. Strive to be the best
8. Be a respected voice for Dubuque – City and community
9. Develop positive relationship at home and everywhere – benefit of Dubuque
10. Have a winning mentality – all times
11. Be devoted to Dubuque – City and community
12. Be fair
13. Be active and have a presence in our Dubuque community
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► **Actions**

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City Council Members Expectations and Actions

► Expectations

1. Strive to be the best
2. Be an advocate for Dubuque
3. Be open to ideas and discussions
4. Have a winning mentality – all times
5. Be active and have a presence in our Dubuque community
6. Be prepared – read materials and be well-informed
7. Respect City staff publicly and privately
8. Encourage and be an example of respectful conversations, discussions and debates
9. Respectfully disagree
10. Have an open mind
11. Discourage disrespectful speech, inflammatory language and negative social media postings
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City Manager Expectations and Actions

► Expectations

1. Strive to be the best
2. Have a winning mentality – all times
3. Be a effective leader
4. Maintain respect of Mayor and City Council, City staff and the Dubuque community
5. Build community relationships for success
6. Be forthcoming and honest with Mayor and City Council
7. Be accessible
8. Be well-informed
9. Be connected to City staff
10. Encourage a high standard of performance from City staff
11. When questions are asked, ensure that they are addressed and answered
12. Listen to everyone
13. Treat all respectfully
14. Make decisions based on what is best for Dubuque residents
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► **Actions**

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